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1994



1994 BUDGETS

URBAN MUNICIPAL

OCT 7 1997

GOVERNMENT DOCUMENTS



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**CITY OF HAMILTON
ONTARIO, CANADA**

URBAN MUNICIPAL

OCT 7 1997

GOVERNMENT DOCUMENTS

1994
BUDGETS

CITY OF HAMILTON

The Corporation of the City of Hamilton presents its annual budget for the fiscal year beginning 1994. This year represented a time for teamwork in respect to financial restraints and maintaining services levels.

Inside, you will find the various City programs which are planned for 1994 and future years.

City of Hamilton

1994 Budgets

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***MEMBERS OF THE 1994 CITY
COUNCIL***

MAYOR

Robert M. Morrow

ALDERMEN

WARD 1 - T. Cooke
- M. Kiss

WARD 3 - D. Drury
- B. Morelli

WARD 5 - D. Agostino
- F. Eisenberger

WARD 7 - H. Merling
- T. Anderson

WARD 2 - V. J. Agro
- W. M. McCullough

WARD 4 - G. Copps
- D. Wilson

WARD 6 - T. Jackson
- B. Charters

WARD 8 - D. Ross
- F. D'Amico

OFFICES OF THE TREASURY

A. C. Ross, CMA
Treasurer

FINANCE DIVISION

I. R. Hammel, A.M.C.T.
Manager of Accounting

N. R. Adhya, B.Comm., CMA
Manager of Budgets

T. W. Daw, CMA
Manager of Revenues

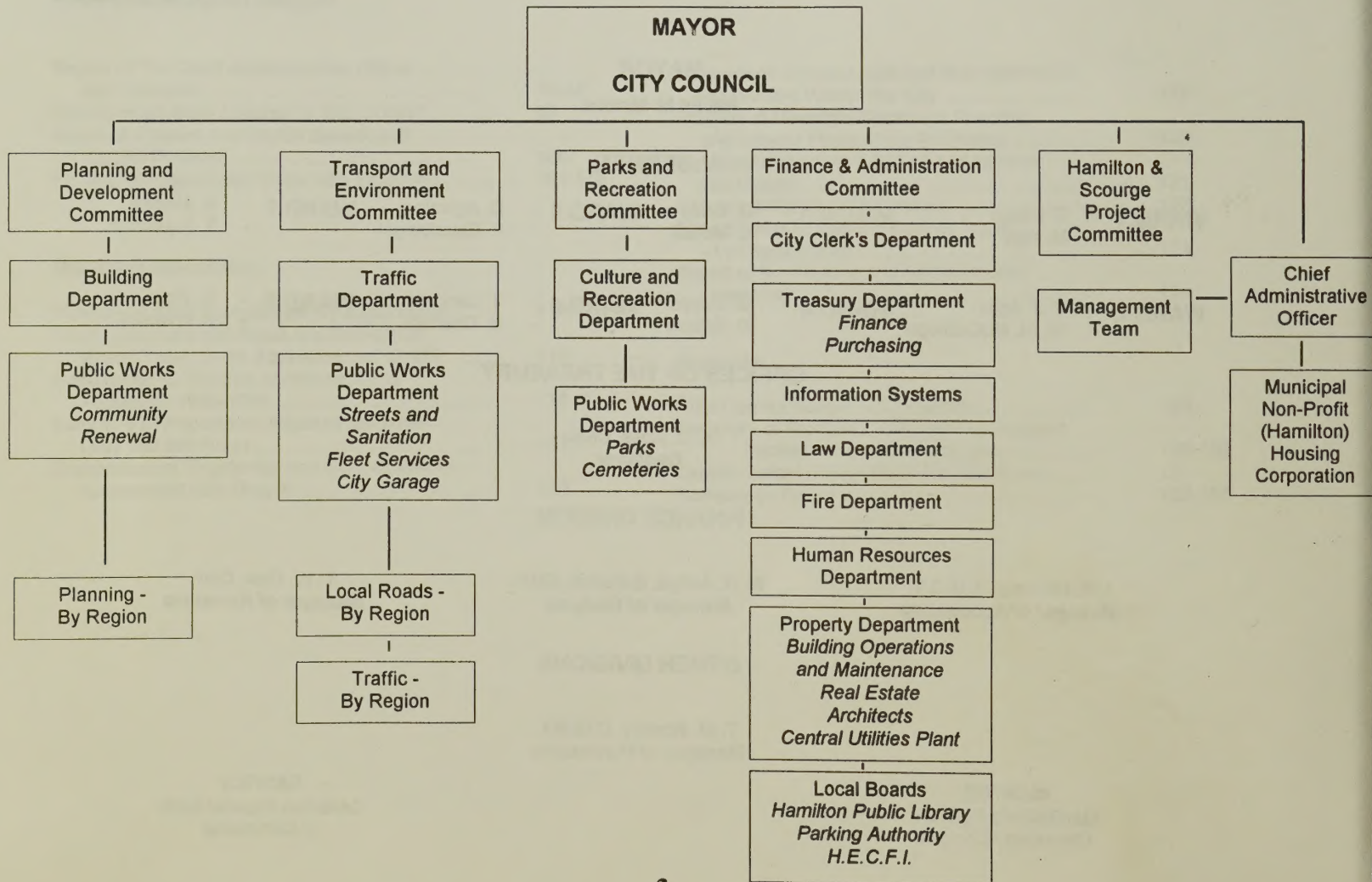
OTHER DIVISIONS

T. M. Bradley, C.M.M.I.
Manager of Purchasing

AUDITOR
MacGillivray Partners
Chartered Accounts

BANKER
Canadian Imperial Bank
of Commerce

STANDING COMMITTEES OF COUNCIL



ADMINISTRATIVE STRUCTURE

CHIEF ADMINISTRATIVE OFFICER

J.G. Pavelka, P.Eng.

DEPARTMENTS

BUILDING

L. King, P. Eng.

CLERK

J.J. Schatz, A.M.C.T.

CULTURE AND RECREATION

Interim Director

P. Noé Johnson, B.A., M.A., LL.B.

PROPERTY

D.W. Vyce, AACI

FIRE

G. C. Baker

HUMAN RESOURCES

J. Johnston

INFORMATION SYSTEMS

J.G. Hindson, P.Eng.

MUNICIPAL NON-PROFIT (HAMILTON) HOUSING

M. Mascarenhas

LOCAL PLANNING

V. Abraham, M.C.I.P.

PUBLIC WORKS

D. J. Lobo, B.Sc., C.E.T.

LAW DEPARTMENT

P. Noé Johnson, B.A., M.A., LL.B.

TRAFFIC

M. F. Main, P.Eng.

TREASURY

A. C. Ross, CMA

LOCAL BOARDS

HAMILTON PUBLIC LIBRARY

J. McAnanama, B.A., B.L.S., M.B.A.

PARKING AUTHORITY OF THE CITY OF HAMILTON

P.G. Baker, H.B.A.

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

G. Macaluso, B.A.

EDUCATION

THE HAMILTON BOARD OF EDUCATION

D.W. Goodridge, B.A., B.Ed., M.Ed.

THE HAMILTON-WENTWORTH ROMAN CATHOLIC SEPARATE SCHOOL BOARD

J.P. Ponikvar, B.A., B.Ed., M.Ed.

MESSAGE FROM THE MAYOR

To all Citizens of HAMILTON:

May I offer to you the City of Hamilton's 1994 Current and Capital Budgets. This presentation provides an excellent forum to communicate to you the various City programs which are planned for 1994 and future years.

It is with pleasure that I am able to present in 1994 a "0%" increase to the overall mill rate. The 0% mill rate reflects a political acknowledgment at all three levels; the City of Hamilton, the Hamilton-Wentworth Region and the Boards of Education for the taxpayers' need for no increased taxes. Not since 1958 has there been no overall increase in the tax mill rate. The City of Hamilton's Current and Capital Budgets were prepared with a strong understanding that they should have minimal to no impact on the local taxpayer. This was not an easy task, requiring difficult decisions by City Council and Management Team concerning the level of programs and the allocation of resources. After much debate at both the staff and political levels the budgets were approved, with an outcome of no increase to taxes.

Management Team and City Council continued to address the impacts of the Provincial Social Contract and a programme of early retirement assisted with Corporate restructuring. This resulted in the ability to maintain programs and services and achieve the "0%" tax increase.

In spite of all of the challenges there are prominent highlights in 1994 that had a positive impact on the quality of life in our community:

- The grand opening of the Chedoke Twin Pad Arena. A premier facility to be showcased across the Province.
- A "29 point action program" resulting from the Mayor's Task Force's. The recommendations aim to revitalize downtown core as the heart of Hamilton.
- A project for Ferguson Avenue to establish a major pedestrian corridor between the mountain and the waterfront.
- The continued beautification by way of florals planted in various traffic islands throughout our fair City.
- The nurturing of over 70,000 City trees and 160 established parks - an environmental, plus.
- Our entertainment and convention facilities under H.E.C.F.I. (Hamilton Entertainment and Convention Facilities Inc.) Board management providing headline entertainment and developing our convention market.
- Tri-partite government initiative (Federal, Provincial, Municipal) to build infrastructure programs such as; a program of Barrier Free Projects for Recreation Facilities (2) and one for Civic Buildings; Renovations to Ivor Wynn Stadium and various Roads Projects.
- The re-development of the former TH&B Rail Station into a new Go Train Terminal.

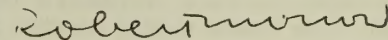
Message from the Mayor cont'd

The strength of our City is not only measured by the programs and services offered by the City, but also by its financial position. Continually the City's financial position is strong. One indicator of this strength is the AA+ credit rating accorded to the Hamilton-Wentworth Region which facilitates the issuance of debt on behalf of the City.

I am proud of the services and programs that our fine City has to offer to you the taxpayers and to the broader community within the Region, the Province and our Nation.

Finally, I would like to take this opportunity to express my appreciation to City Council and its leadership for making difficult policy and program decisions in order to finalize the Current and Capital Budgets with no increase to the tax mill rate while still maintaining programs and services. This is only possible because of the extensive budget preparation and excellent co-operation of the Chief Administrative Officer, City Treasurer and the City Management Team.

Sincerely,



Mayor Robert M. Morrow

History of Hamilton

The *history of Hamilton* is one of Loyalist settlers engaged in agriculture, commerce and heavy industry centering around a strategic position at the western tip of Lake Ontario.

In the summer of 1669, Rene Robert Cavelier, Sieur de La Salle, discovered Burlington Bay. Settlement of this area did not really commence, however, until more than one hundred years later. Members of the United Empire Loyalists have been cited as the first settlers who migrated north to this new, untouched, frontier.

On June 18, 1812, the United States declared war on these British Loyalists in an attempt to claim Upper Canada and beyond, as part of the U.S.A. After the Treaty of Ghent was signed, marking the end of the war, migration to Canada increased. Captain George Hamilton was among this flock of new settlers and after a mere two years, he converted a scattered collection of homes into a town bearing his name.

The turning point for the Town of Hamilton occurred when the Burlington Bay Canal, completed in 1825, connected Hamilton with Lake Ontario making Hamilton an excellent centre for receiving goods and distributing them through the hinterland area. Wheat and other agricultural products from the surrounding environs were purchased here by merchants and transported by boat through the harbour, while manufactured goods were imported for sale to the agriculturalists. In anticipation of increased business, merchants, professionals and industrialists from near and far either relocated or expanded into Hamilton. This influx of trade and commerce aided the town to establish itself as a port in Southern Ontario which is now the focus of Hamilton's economy.

Settlement continued rapidly into the 19th Century with the accelerations of wheat exports and other business, and by 1846, the town had become a city with a population of 6,832.

THIS IS HAMILTON

In January 1847, the first election was held under the provision of the new City charter and Hamilton's first Mayor, Colin C. Ferrie, was appointed. In 1854, the Great Western railway completed the first railroad line constructed through the core of the downtown section. Hence, goods could conveniently be transported via rail, road or water. This marked the beginning of an era for Hamilton; as it was no longer considered a small port, but rather a city possessing wealth in numbers and also in variety of forms of transportation.

Manufacturing felt its first expansive boost in 1878 with the imposition of the National Policy. No longer could cheap manufactured goods flow freely across the border from the United States. Instead, some American firms moved into Canada to maintain their markets, while the foundries and mills in operation before 1878 expanded to handle the increased demand for their goods caused by the reduction of competition. The Hamilton area was favoured because of its central location with respect to sources of raw materials and consumer markets. By 1899, cheap electric power and the fine transportation system by boat, rail and radial lines were also factors in the continued growth of industry in the area.

Hamilton Today

The population of Hamilton has grown to over 318,000 and currently ranks fifth in population in Ontario and ninth within Canada. Hamilton takes up over 38,000 acres of land above and below the Niagara escarpment. The land below the escarpment bordering on Lake Ontario holds much of the industry, commerce and highrise offices, residential buildings, along with the older residential structures. The area above the escarpment, commonly referred to as "the mountain", has served to accommodate residential expansion. For the mountain residential

THIS IS HAMILTON cont'd

Hamilton Today cont'd

residential area of 4,258.9 hectares and a population of over 130,000 and growing, there are recreation complexes, hospitals, library facilities and shopping centres.

Hamilton has long been the industrial - manufacturing heartland of Ontario. Traditionally known as "Canada's Steel capital," the ambitious City", Hamilton has taken great initiatives to diversify its economy. These initiatives were introduced to reflect a new marketplace with full impact and direction in global trade. Hamilton has allocated resources in the following sectors: primary manufacturing, health-care, environmental and food and beverage. Today the primary wage-earner in this community, focuses his/her activity in these four sectors, whereas ten years ago, it was predominately directed in the primary manufacturing sectors.

Primary Manufacturing

The City of Hamilton is home to Canada's two largest steel producers - Dofasco and Stelco. Each company produces specialty steel products (ie: Stelco's Z-Line and Dofasco's Cold-Rolled Steel) and sells internationally as well as being the major supplier to the domestic market (Automotive industry). Total employment for both operations is approximately 15,000 people (representing approximately 25% of the local economy). In addition, several specialty steel operations and steel service companies reside in the Hamilton region.

Health Care

The Health Care industry is Hamilton's second largest employment sector. The Hamilton Health Care Network System is emulated by numerous communities around the world. The

partners in the network - district health council, university, community college, teaching hospitals, health professions and more than 300 communities - create an internationally respected health and medical industry employing some 17,000 people.

Environmental Sector

A full range of environmental and technical, institutional and consulting industries have originated in Hamilton. These services range from environmental research, site remediation, recycling and disposing hazardous and non-hazardous industrial and residential wastes and conducting groundwater and hydrogeological studies. Environmental remediation companies and institutions include Philip Environmental Services and the Canada Centre for Inland Waters. In total, the environmental sector is the third largest employer in the community.

Food and Beverage

Hamilton is made a significant commitment to developing the food and beverage industry. It is primarily aimed at processing, packaging and distribution including wholesale and retail sectors. Hamilton has acquired a 50 acre industrial park, focusing on this sector and has entered into one of the initial co-operative developments in Ontario, showing a harmony of the private and public sector for the economic good of the community.

The park, upon its completion, will employ upwards of 2,000 people providing services as cold storage, food processing, food distribution and a wide-range of retail and wholesale facilities. As a sector, this industry is now the fourth largest employer in Hamilton.

Hamilton Today cont'd

Top Employers

Manufacturing Sector:

Dofasco Inc.	8,000
Stelco Inc.	7,200
National Steel Car	1,050
Westinghouse Canada Inc.	
- Power Generation Div.	(810)
- Electronics/Motor Div.	(220)
Total	1,030
Camco Inc.	970
Slater Industries Inc.	700
J.I. Case	675
Proctor & Gamble Inc.	630
Dufferin Construction	610
Coppley Noyes & Randall	592
Susan Shoe Industries	475

Non Manufacturing Sector:

Hamilton Board of Education	4,118
Hamilton Civic Hospitals	4,100
McMaster University	3,250
Chedoke-McMaster Hospital	3,100
Hamilton-Wentworth Roman Catholic Separate School Board	2,350
St. Joseph's Hospital	2,113
Mohawk College	1,100
The Hamilton Spectator	756
Royal Bank	480

THIS IS HAMILTON cont'd

Renewal of Hamilton's Downtown Centre

Between 1972 and 1989, Hamilton's Downtown Centre experienced a rapid transformation. During this time Hamilton's economy shifted from that of primarily an industrial and manufacturing city to one that is more service oriented. This increase in the service sector was helped along by the evolution of the downtown core.

The renewal resulted in blend of culture, commerce, retail and recreation amenities within a short distance of each other.

⇒ **1972** - Construction of Lloyd D. Jackson Square and adjacent office towers, the well-known Hamilton Place Theatre Auditorium and the Hamilton Art Gallery.

⇒ **1980** - The completion and opening of the Central Library and the Hamilton Market in the Square.

⇒ **1981** - The development of the Hamilton Convention Centre/ Provincial Office Tower to complement the other specialized service facilities completed during this renewal.

⇒ **1985** - Completion of the Standard Life Centre, Phase IV of Lloyd D. Jackson Square, retail and office area, the Victor K. Copps Trade Centre/Arena Facility and the Sheraton Hamilton Hotel.

⇒ **1987** - The Canadian Imperial Bank of Commerce completed the first of their twin banking and office complexes.

⇒ **1989** - The major expansion of the Eaton's department store.

The downtown developments make Hamilton a popular convention destination.

The Hamilton Convention Centre, complete with total exhibit space of 40,000 square feet, a banquet hall with seating facilities to serve 1,900 patrons and 13 meeting rooms of various sizes.

THIS IS HAMILTON *cont'd*

Hamilton Today cont'd

Renewal of Hamilton Downtown cont'd

The *Victor K. Copps Trade Centre/Arena Facility (Copps Coliseum)*, an 18,000 seat arena and 60,000 square feet of exhibit space which can be increased to over 87,000 square feet with the inclusion of the ice surface has state-of-the-art facilities for sporting events, convention sessions, concerts, exhibition and tradeshow. In 1994 Copps Coliseum successfully hosted the World Judo Championships, the World Basketball Championships, The Christian Festival, major concert attractions such as; Celine Dion, ZZ Topp and the Rankin Family. The entire downtown area benefits from the increased exposure brought upon by the Trade Centre/Arena which is hoped, will be home to a professional hockey franchise. Copps Coliseum has consistently proven to be one of the most successful facilities of its kind in North America. The Hamilton Entertainment and Convention Facilities Inc. which manages and operates the Convention Centre, Hamilton Place and Copps Coliseum provided activities for over a million participants resulting in major economic benefits for the City.

4 Hotels providing affordable and comfortable accommodations are available within the radius of the downtown core. The *Sheraton Hamilton* is a welcome addition to Jackson Square and is well situated in the development, it is connected to both Jackson Square, Copps Coliseum and by an overhead covered pedestrian walkway to the Hamilton Convention Centre. The *Royal Connaught, Holiday Inn and Journey's End* are all located within a 5 minute walking distance of the above facilities and assist with the accommodations of various special events.

1994 sees the maturation of the earlier developments and now lends an expectation to once again re-new the downtown core.

The renewing is both in terms of new development and a program aimed at re-establishing the core as the heart of Hamilton and the Region.

- *New Development* includes: A project start for the relocation of the Court system to the old post office at the corner of King & John Streets. This is a capital retrofit project in partnership with the Federal and Provincial Governments. Also in '94 is the project start for the GO Station and rail lines into Hamilton's downtown, at the old TH&B station. A Provincial Government program and funding contribution.
- *New Revitalization Programs* - In the early spring the Mayor initiated a Task Force that developed and concluded with a multi-point program aiming at re-establishing the downtown core as the heart of Hamilton and the Region. The 29 point plan highlights a program of beautification, improved access, safety and ambience, and a continued working with the Downtown Business Improvement Areas, BIA's.
- *Gore Park* - provides a Victorian garden, a green space within the heart of the City. Early in Hamilton's history, Gore Park was the centre of the City, a meeting place and the focal point of the community. With Hamilton's Sesquicentennial in 1996 a revitalization for Gore Park is underway. The Head of the Lake Historical Society launched their campaign to construct a replica of the original foundation and bring it back to the Gore for the 1996 Celebrations.

Hamilton Today cont'd

The Hamilton and Scourge

The City of Hamilton is proud to hold title to these two international treasures. The *Hamilton and Scourge* are two armed merchant schooners from the War of 1812 on Lake Ontario, remarkably preserved in the depths of Lake Ontario for the past 177 years. The City of Hamilton obtained title to these vessels in 1980. An international museum is in the long range plans for the Project. Presently, the Hamilton Military Museum provides a year-round home exhibiting all the current information acquired during the 1990 Jason Foundation Underwater Archaeology Educational Expedition. The Hamilton and Scourge Project staff work closely with the Provincial and Federal governments on the investigation, recovery, preservation, conservation and development of these two unique and important resources.

Waterfront Parks

West Harbourfront Park and Pier 4 Park are two projects that involved the re-development of over 40 acres of city owned property in the west end of Hamilton Harbour. These two parks have become Hamilton's exciting new recreational amenities for the residents and our tourists. Walkways, bike paths, open space, a boat launch and a number of special events invite the community to visit.

The addition of these two parks has increased the level of accessibility to our waterfront area, that up until now was quite limited in its activity and image. The Lone Star Hydro Plane Boat Race is one example of the exciting opportunities that these two new parks provide.

In 1994 approval was granted to proceed with the West Harbourfront Development Precinct Study that further explores the harbourfront and in particular the possible re-location of the

CN yards located at the foot of the harbourfront.

Transportation in Hamilton

Hamilton's transportation needs are well served by road, rail, water and air.

Over 100 million people live within a radius of 500 miles of Hamilton and the City acts as the major distribution centre to the entire Niagara Peninsula. As such, the City is the hub of a series of nine Provincial highways which include two and four-lane controlled access roads. These highways are used by a large number of transport companies to move goods to and from Hamilton and other centres in Ontario and in the States of New York, Pennsylvania and Michigan. The City is served by the Canadian National Railway, the Canadian Pacific Railway, Amtrack which links the C.P.R. to the United States and soon the extension of GO rail into Hamilton's downtown core.

The port of Hamilton can accommodate the largest ocean going vessels that transit the St. Lawrence Seaway. The port has 10 shipping piers covering 350 acres and 11,350 metres of modern dock facilities. Full tug, workboat and roll-on, roll-off terminal capabilities are available and help the port clear over twelve million metric cargo tonnes per year in and out of port. The Hamilton Harbour commissioners marine dockyard offers a variety of facilities to the recreational boating community and takes pleasure in being able to serve it.

Facilitating the increase in trade and commerce in Hamilton is the Q.E.W. Skyway Bridge and the Hamilton Civic Airport. The Q.E.W. Skyway Bridge increases accessibility between Hamilton-Wentworth industries and their markets and the Hamilton Civic Airport's recent expansion (new east-west runway, expansion of

THIS IS HAMILTON cont'd

Hamilton Today cont'd

Transportation in Hamilton cont'd

current apron and taxiway as well as tripling the terminal size) improves the access to national and international business communities for Hamilton businessmen.

Future transportation improvements include the East-West Expressway on Hamilton Mountain which will upgrade the inter-regional transit services to the neighbouring areas, as well as increase the accessibility to existing and planned business in the downtown core, the long awaited and controversial North-South Expressway, the parameter road and a new regional highway as a proposed extension of the full rapid transit service from Oakville to Hamilton.

Arts, Festivals, Cultural and Educational Facilities

Hamilton is a community with easily accessible natural beauty and a full range of human amenities which provide broad opportunities for a wide range of rewarding life styles. With Lake Ontario and Hamilton Harbour on the north and the Niagara Escarpment to the south, Hamilton within its own boundaries has area of incredible natural beauty. The mixture of water, escarpment and plains provides a variety of choices for living and recreation. Our citizens have added to these natural resources with a wide range of world class cultural, educational and athletic resources.

The presence of the Royal Botanical Gardens provides a prominent role as an institution on this continent and representing one of only five such gardens in the world. The physical aspect which visitors so appreciate, the garden and natural areas, are all part of this scientific and educational resource centre. It stands as something of a hybrid between an

experimental station, a museum and a university combined with the informal recreational aspects of a fine park system.

Hamilton has festivals. Five of its largest festivals are "Its Your Festival", "Earthsong", "Festival of Friends", "Aquaquest" and "Winterfest".

In the area of culture, the Hamilton Art Gallery is the third largest art gallery in Ontario; Hamilton Place which is a world renowned theatre-auditorium; the Hamilton Philharmonic Orchestra with a core of 32 resident musicians; and the Hamilton Public Library with over 800,000 books, 6,000 records and 2,600 films and videos. There are 5 civic museums, the most noteworthy being Dundurn Castle, the historic home of Sir Allan Napier MacNab. Enhancing the diverse arts/cultural fibre of the City are the 5 theatre companies and Opera Hamilton which plays to Hamilton Place audiences with 3 annual performances. Theatre Aquarius plays to audiences in the duMaurier Theatre.

Since 1887, McMaster University has occupied a place of prominence in the City of Hamilton. Teaching and research are carried out in the Faculties of Business, Engineering, Health Sciences, Humanities, Social Sciences and the Arts and Science Program. Current enrolment totals more than 16,000 full-time students. McMaster has established a reputation, both locally and internationally, for innovation in education, excellence in research and an excellent quality of student life.

The commitment to research is especially strong at McMaster University. It has the highest ratio of research funding to operating budgets of any Canadian university. As a measure of its wide-ranging research expertise, McMaster University hosts a number of natural Sciences and Engineering Research Council "chairs" in microwave signal processing, polymer production technology and optoelectronic and microelectronic devices and materials. To support this extensive system, computing resources and high speed communication links - all of which can help to facilitate research within the community.

Hamilton Today cont'd

Arts, Festivals, Cultural and Educational Facilities cont'd

The University's leadership in research has also found a new outlet in the Greater Hamilton Techpark which has been established within the Region. Here, companies can take advantage of the university's research resources. It is the goal of the Techpark to blend the research talent of the university with the marketing creativity of industry professionals.

Mohawk College of Applied Arts and Technology traces its roots in the City of Hamilton to 1947 with the establishment of the Provincial Institute of Textiles.

This later became the Hamilton Institute of Technology in 1957 and was officially incorporated as Mohawk College of Applied Arts and Technology in 1967. The original building on Wentworth Street North in Hamilton still serves as one of the more than twenty campus sites and education centres operated by the College.

Today, the College brings its services and programs to over 15,000 full-time students. In addition, the Faculty of Continuing Education last year recorded more than 64,000 part-time registrations. Students at the college can choose from a wide variety of diploma and certificate programs, apprenticeship training, adult retraining and upgrading programs, as well as an extensive range of continuing education opportunities, including post-diploma and other post-professional courses and general interest offerings.

Mohawk College has the largest student enrolment in applied science and technology programs of Ontario's twenty-three colleges. This programming thrust is supported by an extensive technological infrastructure which includes an impressive team of discipline experts, advisors and program administrators as well as state-of-the-art laboratories and workshops. Fully

committed to partnership with business and industry, the College has established the Advanced Manufacturing Technology Laboratory, in partnership with IBM; the Allen-Bradley Centre of Excellence, in partnership with Stelco and Union Local 1005; and, the Hewlett-Packard Microcomputer Laboratory, in partnership with Hewlett-Packard.

Closing

The Hamilton-Wentworth Economic Development Department is responsible for promoting the City of Hamilton in Canada, the U.S.A. and overseas. As indicated above, there is much to promote in this busy metropolitan centre. The changes and improvements made in the City's composition from its agriculture and commercial beginnings make it a dynamic city in which to be involved, now and in the future.

City of Hamilton

1994 Budgets

***1994
CURRENT
BUDGET***

Introduction

It is with pleasure that we present the City of Hamilton 1994 Current Budget of Revenues and Expenditures including the Library Board, the Parking Authority and the Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.). The total municipal budget in the amount of \$165,569,080 was approved by the Committee of the Whole with subsequent City Council meeting on Tuesday, 1994 March 29th. Upon receipt of the Boards of Education and the Regional Municipality of Hamilton-Wentworth current budgets, the tax (mill) rate was approved under Section 1 of the Sixth Report of the Committee of the Whole adopted by Council 1994 May 3rd.

We are also presenting the City's Ten Year 1994-2003 Capital Budget Program which was approved by City Council on 1994 March 29th. The approved Capital Budget contains projects estimated to cost \$212,831,000 (gross cost of \$ 289,659,000 less subsidies and other funds of \$76,828,000) over this ten year period. New to the 1994 Capital program is the Canada-Ontario Infrastructure Program. Further details on this Capital Budget and the Canada-Ontario Infrastructure Program can be found in our separate report on this topic located on pages 90 to 113 in this document.

There are several major forces exerting pressure in the formulation of the 1994 Current Budget. These forces include the annualized impact of the 1993 Provincial Social Contract (which includes the adjustment for 1993 lay-off days) and Provincial Expenditure Control Plan, a reduction in Provincial Conditional Grants, an Early Retirement Plan, inflationary and other adjustments. In addition, overall assessment declined 0.04% over 1993 levels. The challenge was to render no increase to the tax rate in response to the effects of continuing economic downturn while ensuring minimum reductions to service levels.

To achieve a "0%" increase in taxes, Management Team had presented to City Council in October 1993 a three-fold approach

consisting of: Consolidated User Fees; Corporate Restructuring; and Community/Economic Revitalization. The first two approaches directly involved Management Team including improved co-ordination between Current and Capital Budgets.

This report will review the process which evolved to create the 1994 Current budget, highlight some of the areas within the Current budget which are noteworthy and discuss significant events. These impacts are discussed at the conclusion of this report.

• *Economic Outlook*

The economic downturn which has remained not only in the City and Region but also throughout this country, continues to generate external demands that affect the operations of the City. Indicators suggest that although there was real growth in 1993 of 3.6%, unemployment decreased only slightly to 10.1%, down from 10.7% in 1993. The impacts of these indicators relative to the 1994 budget were a slight decline in assessment and a slowdown in development-related revenues and user fees. At the same time City expenditures and service requirements remain, thereby increasing pressure on the mill rate.

The city utilized an estimated Consumer Price Index increase of 2.0% for 1994 budget purposes. This rate and other assumptions in relation to the Current and Capital Budgets are identified in a separate schedule in the Appendix (pages 125 and 131).

• *Budget Process*

With all the economic pressures, the Provincial Social Contract and other Provincial Grant reductions, along with the early retirement program in place, it necessitated an early start to the 1994 Budget process. The Management Team met in early

Joint Report of the Chief Administrative Officer and Treasurer

- ***Budget Process cont'd***

May 1993 to review the 1994 Budget process and plans for 1994, giving emphasis to long term directions for budget process development. Management Team also committed to regular weekly meetings, and by late September established the policies and guidelines for Capital and Current Budgets and identified Corporate issues. On 1993 October 26th, Committee of Whole received a budget forecast which projected a 1994 Budget increase of \$9.6 million. It was at this time that regular monthly meetings of the Committee of the Whole were established to keep Council up-to-date on the budget.

While the City maintains a strong Standing Committee form of local government, City Council decided once again to have all budgets presented directly to Committee of the Whole for approval. This worked extremely well because staff had a well documented budget for their review, the information was clear and discussions were able to be held at the global level.

At the same Committee of the Whole meeting in October 1993, Management Team presented their proposed approaches to the Current and Capital budgets. The approach for the Current Budget was three-fold, as noted earlier consisting of Consolidated User Fees, Corporate Restructuring, and Community Economic Revitalization.

In November 1993, the Budget Call Letter was issued to the Departments and Local Boards requesting them to prepare their 1994 Maintenance Budgets. This document is used to request the departmental submissions concerning their 1994 operations and outlines any relevant guidelines and policies which would assist the departments in preparation of the budgets. The initial submissions from the departments were required to be submitted by November 30, 1993. This information formed the basis of the Committee of the Whole presentations in December and January and helped to define the challenge for 1994.

For further information concerning the City's method of budgeting and related performance/program measurements please see the Addendum to this report on page 19.

- ***Direction of Council***

On 1993 October 26th, the Committee of the Whole received a presentation on the Pre-Budget Forecasts of both the Current and Capital Budgets. The purpose of the presentation was largely to communicate to Council the developing difficulties that Management Team was experiencing in both budgets. The Capital Budget submissions exceeded all existing Capital policies and guidelines within the ten year program. The Current Maintenance Budget forecast suggested a \$9.6 million increase over 1993. It was at this time Management Team was directed to identify the budgetary adjustments necessary to achieve a "0" tax (mill) rate increase.

The Current Budget Sub-Committee of the Management Team continued to spearhead the previously noted three-fold approach for the 1994 budget. The Current Budget Management Team Sub-Committee monitored the overall development of the budgets, which included: the establishment of guidelines and a review of existing policies; a review and prioritization of all User Fees and Service/Program packages; developing final budget recommendations for the consideration of Management Team, Committee of the Whole and Council.

- ***Early Retirement Incentive Program***

With the introduction of the 1993 Social Contract legislation and the Provincial Expenditure Control Program, labour costs were ordered to remain at the 1993 levels.

As a consequence of the above programs, an early retirement incentive program was introduced as a tool to assist the 1994 operating budget through downsizing the staff complement.

Joint Report of the Chief Administrative Officer and Treasurer

- **User Fees - One Approach**

In response to the Management Team's planned approach, both existing user fees and proposed new user fees were developed as a result of the specific departments reviewing their respective fees. The Consolidated User Fee Report was presented to the Committee of the Whole at the October 26, 1993 meeting. The User Fees were tabled and forwarded to the respective Standing Committees for approval and then forwarded to the Committee of the Whole November 30, 1993. At the November meeting, Committee and Council approved the criteria for developing the 1994 Fees, the Fees themselves and authorization to prepare a "Request for Proposal" for a Consultant to review the User Fees Policies and practices of the City.

With the approval of the adjustments to the rates of existing fees and establishment of some new user fees, the combined increase in revenues totals \$437,910. Another significant revenue adjustment totalling over \$770,000 for the Traffic Department had two components. One component was due to recent changes to the Provincial Offences Act allowing for rate increases and for Municipalities to process outstanding fines through the Courts. The other component was the hiring of additional enforcement staff to address infractions in the downtown area and other targeted areas of concern. Similarly, City Clerk revenues increased by \$131,000 as a result of provincial legislation changes with respect to licensing of Lotteries and break open tickets.

The combined effect of the User Fee adjustments for the 1994 Budget was an increase in revenues of \$1,440,810 or 8.6% over 1993.

- **Corporate/Departmental Restructuring - Another Approach**

As the second approach by Management Team to address the 1994 Budget, each Department responded to the program of re-organization/re-deployment resulting in a reduction of 133 FTE

positions, while enabling an opportunity for further consideration of the corporate/departmental restructuring in the future.

At the 1994 February 11th Committee of the Whole meeting, Management Team presented to the Committee of the Whole Reduction Packages representing departmental restructuring plans which along with other adjustments were sufficient to achieve a "0" tax rate increase. The Committee of the Whole approved 68 of the 79 reduction packages totalling \$2,696,019. and reflecting 66.61 FTE's. There were 10 packages referred to the appropriate Standing Committees for further review and one package was removed outright. The Standing Committees in the consideration of the referred packages approved 9 out of the 10 packages, in some cases with modifications, resulting in a further \$1.7 million in reductions. In addition to the departmental Reduction Packages, both Local Boards requiring Municipal support (H.E.C.F.I. and the Hamilton Public Library) undertook restructuring plans that resulted in a \$1.7 million reduction to the Municipal Contribution for these Boards.

The resultant total of this Corporate / Departmental Restructuring approach by Management Team is \$5.9 million in reductions.

- **Community/Economic Revitalization - Another Approach**

This third and final approach focuses on initiatives to revitalize the Downtown core as a result of the Mayor's Task Force on Downtown Issues and Renewal. A 29 point program from the Task Force was presented to the Finance and Administration Committee. City Council approved several recommendations to address issues of zoning, potential non-profit housing, and traffic flow within the downtown. These initiatives have a long term focus on the revitalization of the downtown which would have a direct effect on future tax rates through assessment growth in this area.

***Joint Report of the Chief
Administrative Officer and Treasurer***

Highlights of Current Budget

• ***Current Expenditures***

The 1994 Maintenance Budget amount of \$171,295,100, prior to review by the Committee of the Whole and Council, represented an increase of \$5.7 million or 3.4% over 1993. Following an examination by Committee of the Whole and Council, these amounts were reduced by \$5,726,020 representing no increase over 1993. It is interesting to note that on a gross basis the total 1994 Expenditures have been reduced from the 1993 levels by \$56,130. This actual reduction of gross Expenditures is the first in at least the past decade. On a departmental basis, most departments reflect budgeted amounts which are less than the 1993 levels.

• ***1994-2003 Capital Budget Impact on the Current Budget***

There are three areas that the Capital Budget affects the Current Budget - Debt Charges, Capital Levy and additional annual operating costs related to the capital projects.

Debt Charges represent the repayment of Debentures issues previously issued as a financing source for the Capital projects. In 1994, Debt Charges have been reduced by \$1.4 million to \$15,206,000.

The City's "pay-as-you-go" policy or Capital Levy provides another funding source for Capital programs - a direct provision within the Current Budget. The 1994 Capital Levy remained at the 1993 level of \$2.2 million.

The final area that the Capital Budget affects the Current Budget is the annualized operating costs of the Capital programs. These costs relate to a new building or a new piece of equipment such as a garbage compactor to assist in the collection of garbage along any new subdivisions. In 1994 an additional \$127,800 of operating costs was required for capital programs approved in 1994.

The net impact of the above three areas on the Current Budget is a reduction of \$1,372,200 over 1993. Further details with respect to the Capital Budget later on within this document.

• ***Current Revenues***

The 1994 Revenues for the City of Hamilton, not including Taxation and the Carry Forward Surplus, have increased over 1993 by \$361,010 or 0.7% consisting of a \$1,440,810 increase in user fees (an 8.6% increase over the 1993 user fees) and offset by a reduction in Other Revenues of \$1,079,800. The percentage increase in the user fees reflects Management Team's planned approach to the budget through examination and greater emphasis on User Fees as noted earlier. However the reduction in Other Revenues reflects the decrease in Provincial Grants of \$3.9 million which was cushioned by an increase in Reserve funds of \$2.8 million.

It is interesting to note that the shift in the mix of Revenue sources - away from Provincial Grants and increased taxes to increased User Fees and drawing on Reserves.

• ***Carry Forward Surplus as a Revenue for 1994***

We are pleased to say that for 1994 there is no provision for any Carry Forward Surplus as a revenue source. This completes the policy established in 1985 at which time the Carry Forward Surplus provided \$2.25 million as a budgetary funding element. The 1985 policy agreed to by Council was to reduce the reliance on this funding source by \$250,000 for each subsequent year. The budgetary provision in 1993 was \$250,000.

For 1993 there was a surplus of \$145,342 which was transferred to the Reserve for Tax Stabilization. This reserve was established to reduce the impact of mill (tax) rate fluctuations from year to year.

• ***Assessment Change***

For the first time since 1939, the total taxable assessment declined in 1994 compared to 1993. The net decline of 0.04% reflects a mix of

City of Hamilton

1994 Budgets

Joint Report of the Chief Administrative Officer and Treasurer

- **Assessment Change - cont'd**

1.32% increase in assessment taxed as residential and a reduction of 1.98% in assessment taxed as non-residential. This net assessment reduction translates into a \$187,790 reduction in revenues for 1994, adding to the challenge of the 1994 budget.

- **Provincial Transfer Payments**

During the 1993 Provincial Budget as part of the Provincial Expenditure Control Plan, the MTO (Ministry of Transport of Ontario) eligibility requirements for conditional grants were altered. The estimated MTO maintenance subsidy for 1994 was reduced to \$3.8 million from the 1993 budgeted level of \$4.5 million. Combined with this Conditional Grant reduction for 1994 was the annualized impact of the Social Contract reduction of \$3.3 million affecting the Unconditional Grants. The total reduction of Provincial Transfer Payments was \$3,932,710 or -24.7% over 1993.

- **Other Items of Note affecting the 1994 Current Budget**

There are four additional noteworthy items affecting the 1994 Current Budget - Winter Maintenance, Transitional Funding for Corporate/Departmental Restructuring, Hamilton Public Board of Education Pool Usage and Penalty & Interest rates charged on outstanding taxes.

The first item relates to the severe 1994 winter. From January to April 1994, Hamilton had a significant snowfall and several snow emergencies which presented excessive demand on our snow resources. Overall this severe winter required a review of the financing of an anticipated overexpenditure. At the 1994 February 24th meeting, Council agreed to increasing the snow budget by \$1 million although a substantial overdraft to these accounts is still anticipated in 1994. Although significant, the impact on the current budget was offset by an increase of \$0.5 million in Provincial Subsidies.

Reflected within the 1994 Revenue and Expenditures Reserve accounts is an amount of \$2.5 million which will be used to finance on a one-time basis the Corporate/Departmental Restructuring plans which were approved in the 1994 budget. These transitional costs have been financed from the Reserve for Tax Stabilization. In order to limit the transitional costs to \$2.5 million, restrictions have been placed upon departments' hiring practices to ensure sufficient gapping of vacant positions created through the Early Retirement Program. In addition, \$275,000 has been provided to fund consultants to be used with the continuation of the User Fee and Corporate Restructuring programs, as well as some outstanding labour relation issues.

The 1994 revenue estimates for Culture and Recreation have been reduced by an estimated \$100,000 to reflect a reduction in the usage of City pools by the Hamilton Board of Education.

The last noteworthy item is that Council approved at the December 14, 1993 meeting a reduction to the rate of interest to be applied to outstanding taxes. The existing rate of 15% per annum was reduced to approximately 13% and is reflected within the 1994 revenues.

- **Total Mill Rates and Levies**

The approved revenues and expenditures of the City resulted in a residential mill rate for 1994 of 104.2203 mills, representing no increase over 1993. The total taxation requirements for 1994, the resultant mill rates and other pertinent information are summarized and presented following this report.

The Current Estimates and resultant levy of the Regional Municipality of Hamilton-Wentworth, the Board of Education for the City of Hamilton and the Hamilton-Wentworth Roman Catholic Separate School Board, are included for information purposes as indicated on pages 88 and 89. It should be noted that the above

Joint Report of the Chief Administrative Officer and Treasurer

City of Hamilton
1994 Budgets

Total Mill Rates and Levies - cont'd

named bodies requisition the City of Hamilton for their required levies and the City, by Provincial Statute, must levy and collect the resultant taxes and transfer such levies to these Boards.

City Council approved the mill rates relative to the final City Estimates, along with the Regional and Educational mill rates, on 1994 May 3. The Regional requirement showed a decrease of -0.03% for residential purposes over 1993 rates. The Education requirement showed an increase of 0% for residential purposes over 1993 rates.

The combined total tax requirements for the City, Regional and Educational purposes have resulted in a 0% increase over 1993 for residential taxpayers and non-residential taxpayers respectively. This is the first time since 1973 that there has been no overall increase in the mill rates.

Conclusion

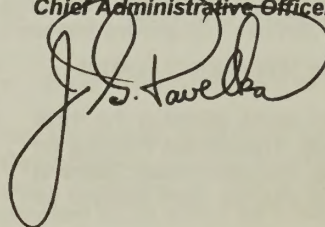
Enclosed for your information, following this report, is a summary of relevant documentation.

We wish to acknowledge the courtesies and co-operation extended in the preparation of these Estimates by all levels within the Civic Departments and the Local Boards. We would also like to take this opportunity to recognize the senior City officials and the Treasury Department staff for their dedication and co-operation in the preparation of this budget and this publication.

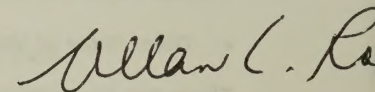
In closing, appreciation is extended to the Members of Council for their confidence in Management Team's abilities throughout the budget process. The approved budget for 1994 responds to public concerns regarding tax rate increases while continuing to meet the service requirements of a thriving municipality.

Respectfully submitted

J. G. Pavelka, P.Eng.
Chief Administrative Officer



Allan C. Ross
Treasurer



- **Method of Budgeting**

The City uses a "modified program budgeting" approach for both the current and capital budgets. In essence this approach requires the budgets to be prepared and evaluated on the costs of various services or programs offered by the departments. This budget approach reflects the fact that departments and local boards are accountable on a bottom line basis as opposed to individual account basis. This Modified Program Budgeting approach contrasts with the "line budgeting" system wherein each account is evaluated and may inadvertently affect other accounts which may remain unchanged (ie. Rental of vehicles account and materials account).

In the formulation of the budgets, information is collected on an accrual basis of accounting. This is consistent with the format presented in the financial reports and the method of recording the transactions during the year.

Any amendments to the budget during 1994 are addressed by the revised (September 1990) Procedural By-law. This By-law requires that any unbudgeted items (i.e. new services or program) which are being recommended by a Standing Committee or Council must be financed through trade-offs of other services or programs. These trade-offs are to be considered first by the appropriate department, then Standing Committee. If resources are still unavailable, the Finance and Administration Committee is requested to find a source of funding. Given a very lean budget, there are not many alternative sources for funds, except for emergencies which could access Contingency funds.

In all cases, a funding source has to be approved by Council prior to any relevant expenditures. In 1994 significant events such as an excessive winter and the Provincial budget and Social Contract required the need to amend the budget. This involved identifying funding sources and trade-off of programs to address the financing of these events.

- **Performance Measurement**

General performance measures used by the City include compliance with the budgeted expenditures and revenues.

In addition the City uses Maintenance Management System for performance measurement mainly in two departments, namely the Public Works (Streets, Sanitation, Parks and Fleet Services Division) and the Traffic Department, representing 22.5% of the 1994 City Budget. The Performance Budget concept indicates the relationship between service levels provided and the cost of providing individual services. This is a valuable tool for decision making in terms of providing information which permits the rationalization of funding requirements for services, and the effective monitoring and control of the costs to provide these services.

SUMMARY OF ATTACHMENTS

An integral part of this publication is the following listing of schedules found throughout:

	Page		Page
1994 Tax Dollar Apportionment (Pie Chart) - shows distribution of City, Regional and Educational amounts	25	Comparative Statement of Taxation - By Classification.....	34
Summary of The 1994 Taxation Requirement	26	Where Your 1994 Tax Dollar Goes (Bar Graph) - indicates Expenditures by Function	35
Percentage Increase in Taxes Levies 1994 Over 1993 (Bar Graph)	27	Summary of 1994 Expenditure Estimates By Standing Committee	36-43
Comparison of City Tax Rate Increases to C.P.I. and Provincial Transfer Payments	28	Departmental Summaries By Function -includes description of responsibilities and historical amounts ...	44-87
1994 City Revenues/1994 City Expenditures (Pie Charts)	29	City of Hamilton Share of Regional Estimates	88
Comparison of Mill Rate Increases and the Consumer Price Index	30	City of Hamilton Share of Board of Education Estimates	89
Revenues	31		
1994 Comparative Statement of Estimates - Revenues	32		
Comparative Statement of Taxation - By Taxing Entity	33		

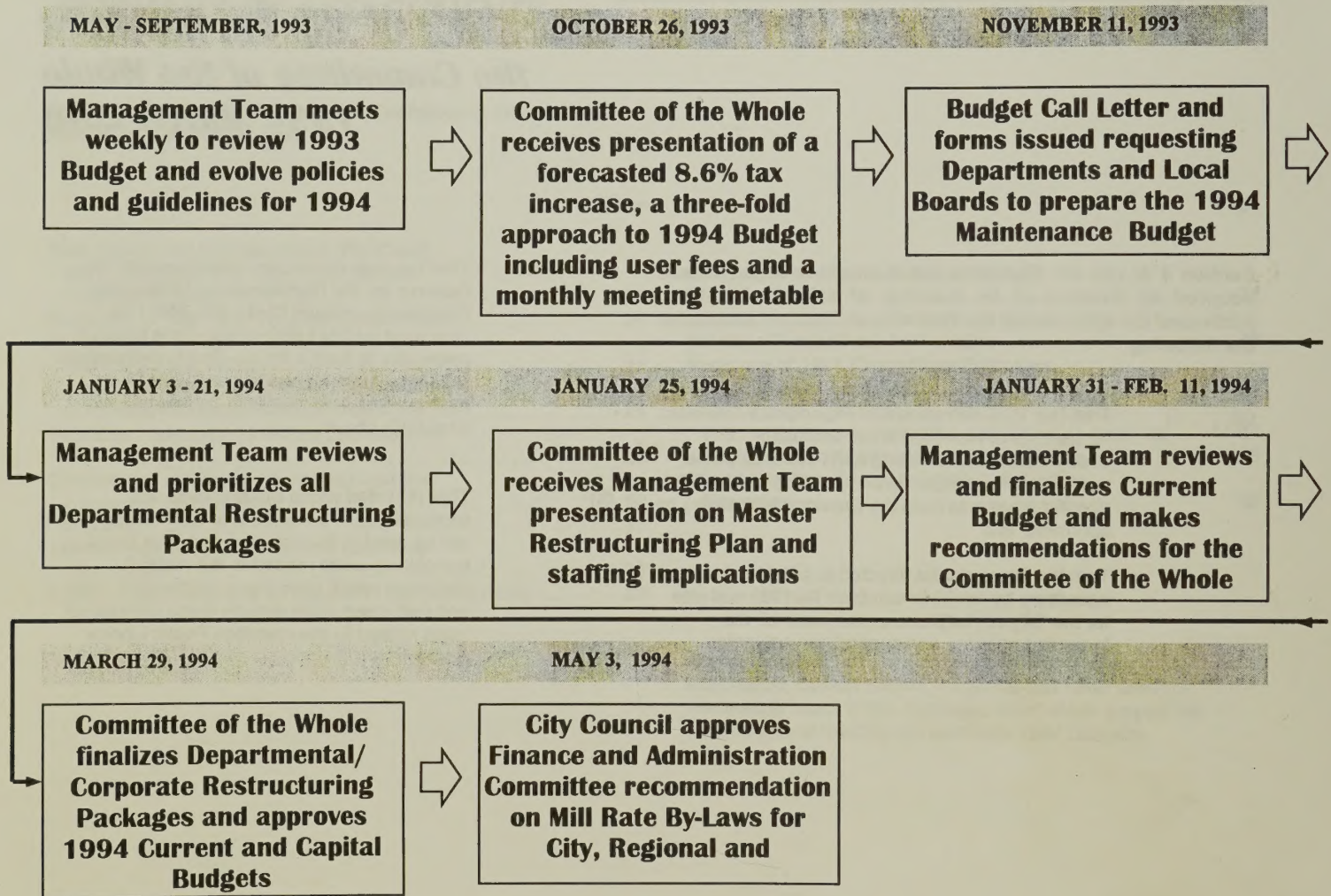
Also enclosed in this publication is additional statistical information, Capital Budget Programs and other relevant information found in the Appendix, all of which support the presentation of the City of Hamilton's 1994 Budgets.

***Section 4 of the 4th Report of
the Committee of the Whole
1994 March 29th***

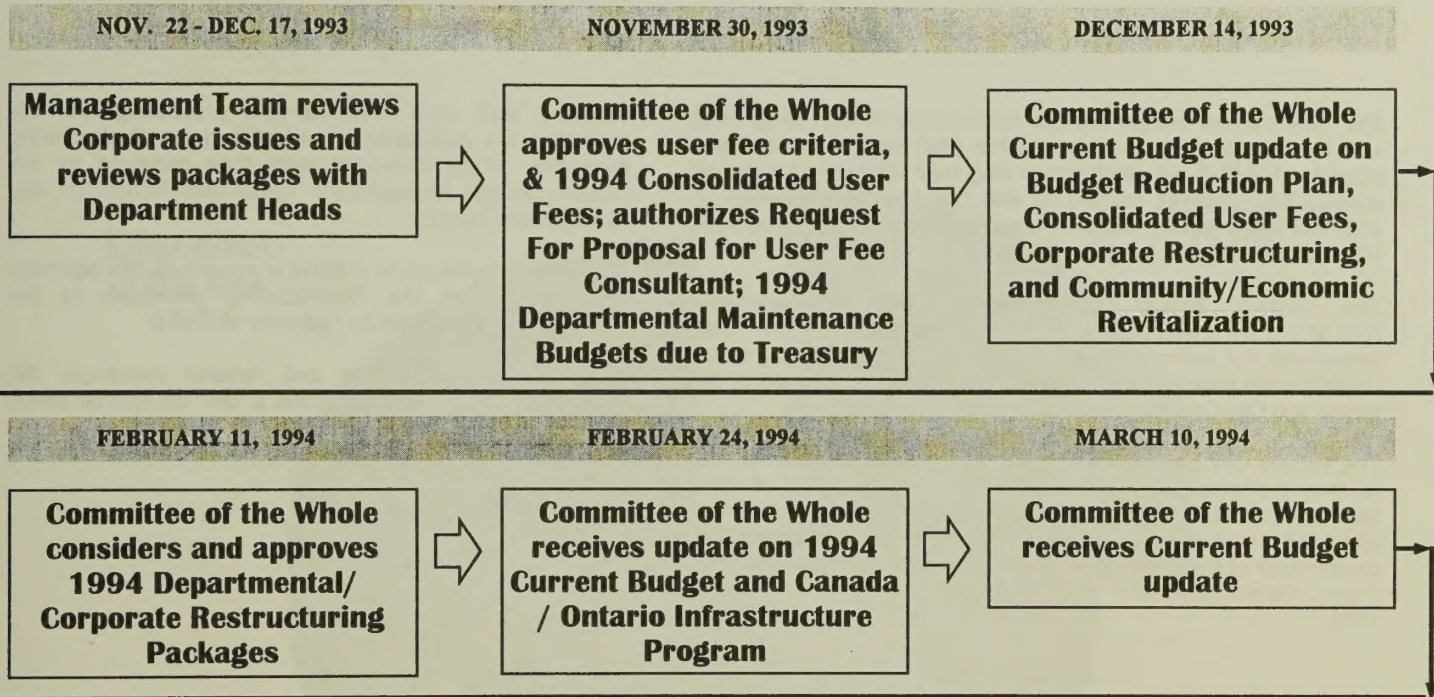
Section 4 of the 4th Report of the Committee of the Whole adopted by Council at its meeting of 1994 March 29th, addressed the approval of the 1994 Current Budget and states the following:

- (a) (i) That the 1994 Revenue and Expenditure estimates for the City of Hamilton in the amount of \$165,569,080 representing a 0% increase in the tax (mill) rate, (subject to confirmation of the City's transfer payments from the Province of Ontario) be approved; and
- (ii) That the Treasurer be directed to prepare the necessary by-law(s) to establish the 1994 mill rate for the City of Hamilton, on the basis of the foregoing revenue and expenditure estimates.
- (b) That reflected within the revenues and expenditures is an amount of \$2.5 million which will be used to finance on a one-time basis transitional costs related to the reduction packages which have been approved in 1994 and that these costs include those transitional costs related to the Hamilton Public Library Board.
- (iii) That the estimate for the provision from the Reserve for the Replacement of Motorized Equipment, account CH470XX-23001 be increased by \$341,000, which is the amount necessary to fund a 0% tax (mill) rate increase for a total 1994 Revenue and Expenditure Estimates of \$165,569,080, as approved in item (a)(i) above.

1994 CURRENT BUDGET PROCESS



1994 CURRENT BUDGET PROCESS



CURRENT BUDGET PROCESS

The 1994 Current Budget Process commenced in early May, 1993 with Management Team reviewing the 1993 Budget process and plans for 1994, giving emphasis to long term directions for budget process development, culminated with City Council approving the 1994 Mill Rates for City, Regional and Educational Purposes on 1994 May 3rd, as summarized on the preceding flowchart.

The Current Budget Management Team Sub-Committee (C.B.M.T.S.C.) continued to work with the Management Team throughout the entire process and for the fourth year in a row Departmental budgets were submitted directly to Committee of the Whole and City Council.

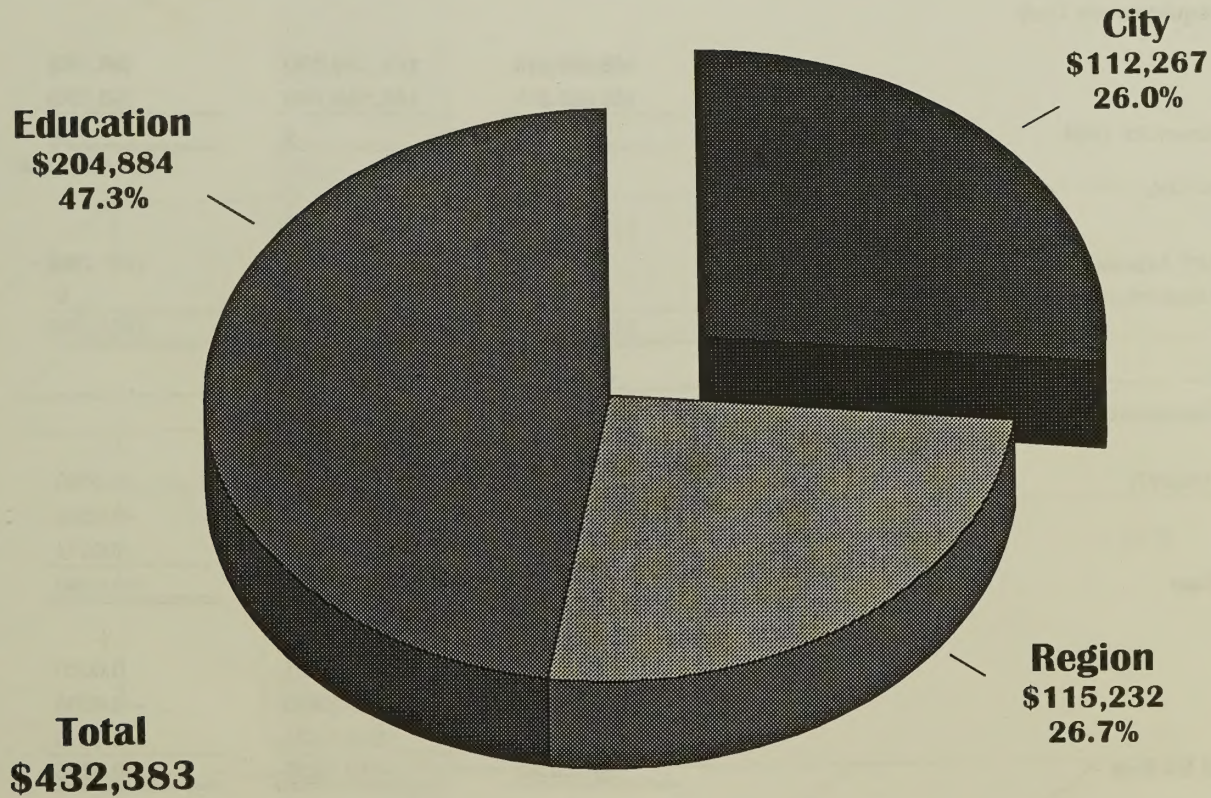
The various City Departments prepared maintenance budgets; that is, they prepared their Departmental Budgets in terms of 1993 services/programs but in 1994 dollars. Then as part of the three-fold approach to the 1994 Budget, departments addressed two components of their operating budget, User Fees and Restructuring Plans. Consolidated User Fees were approved on November 30, 1993.

Treasury staff were involved with processing and co-ordinating the maintenance budget and the Restructuring packages. These packages were then reviewed by the Current Budget Management Team Sub-Committee and Management Team.

After several meetings to achieve a consensus, Management Team presented the Restructuring packages to the Committee of the Whole on February 11, 1994.

After careful deliberation and several meetings, the Committee of the Whole approved a "0%" tax rate on March 29, 1994. City Council passed the By-Law establishing the 1994 Mill Rates on 1994 May 3rd.

1994 Tax Dollar Apportionment (000's)

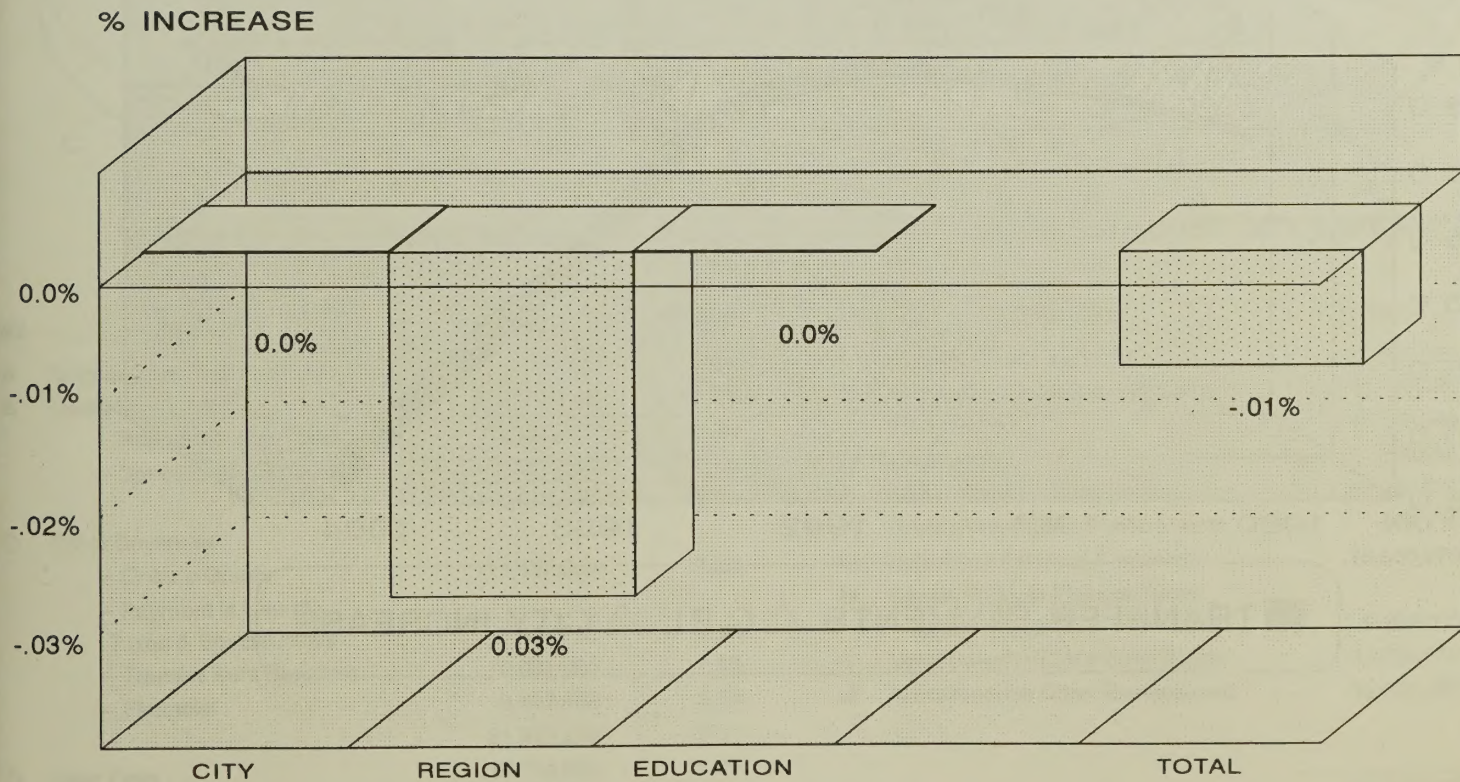


SUMMARY OF THE 1994 TAXATION REQUIREMENT

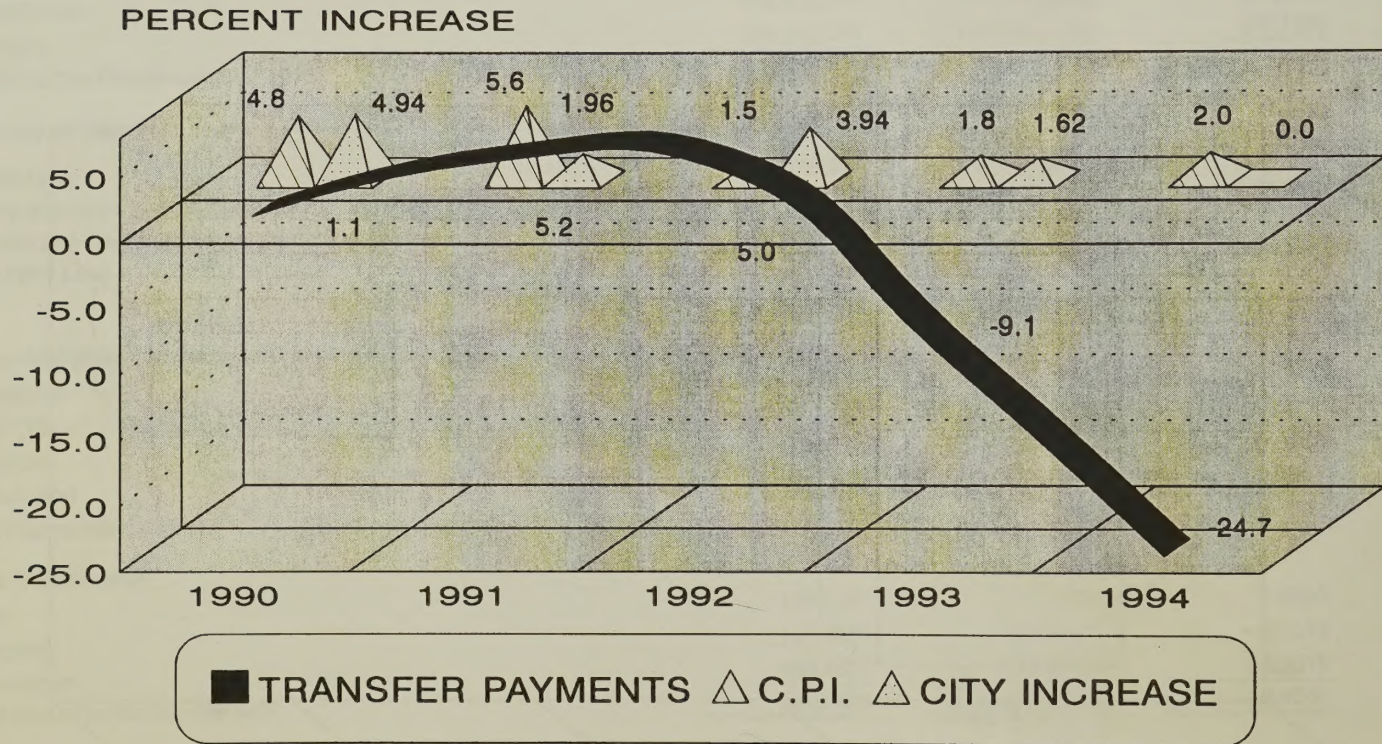
Description	1993	1994	Increase/(Decrease)	
	Estimate	Estimate	Amount	Percent
A. Summary of City Requirements Only				
Expenditures	165,625,210	165,569,080	(56,130)	-0.03%
Revenues	165,625,210	165,569,080	(56,130)	-0.03%
Additional Tax Requirement for 1994		0	0	
Summary of 1994 Total Levy				
1. 1993 Levy	112,455,530	112,455,530		
2. Levy decrease - .04% Assessment decrease		(187,790)	(187,790)	
3. Additional Tax Requirement as outlined above		0	0	
Total 1994 Levy	112,455,530	112,267,740	(187,790)	-0.17%
B. Total Mill Rate Comparisons				
Residential	1993	1994		
	Mill Rates	Mill Rates		
City (1% +/- = \$1,122,677)	104.2203	104.2203	0.0000	0.00%
Region	107.0004	106.9719	-0.0285	-0.03%
Education	190.1989	190.1978	-0.0011	-0.00%
Total Residential Mill Rate	401.4196	401.3900	-0.0296	-0.01%
Non-Residential				
City	122.6121	122.6121	0.0000	0.00%
Region	125.8828	125.8493	-0.0335	-0.03%
Education	223.7634	223.7621	-0.0013	-0.00%
Total Non-Residential Mill Rate	472.2583	472.2235	-0.0348	-0.01%

NOTE: One Residential Mill for 1994 is estimated at \$1,077,216

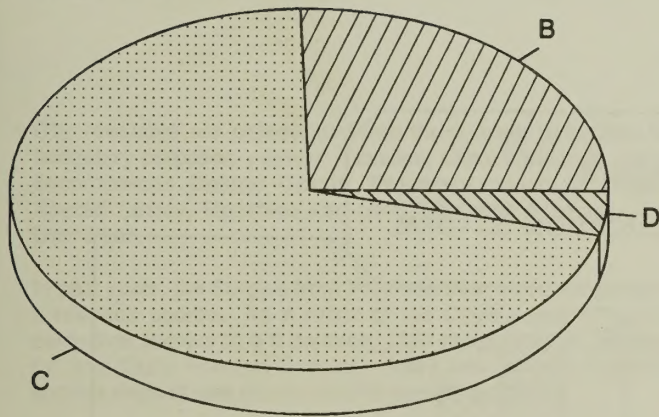
PERCENTAGE INCREASE IN TAXES LEVIED 1994 OVER 1993



COMPARISON OF CITY TAX RATE INCREASES TO C.P.I. AND PROVINCIAL TRANSFER PAYMENTS

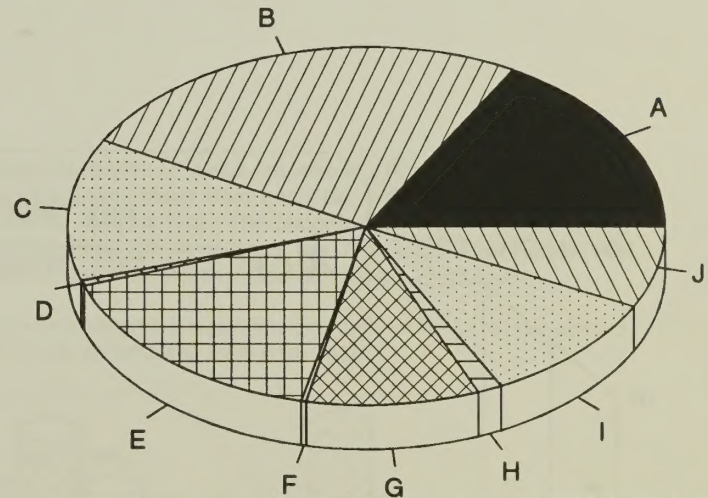


1994 ESTIMATED CITY REVENUES AND EXPENDITURES



1994 ESTIMATED CITY REVENUES

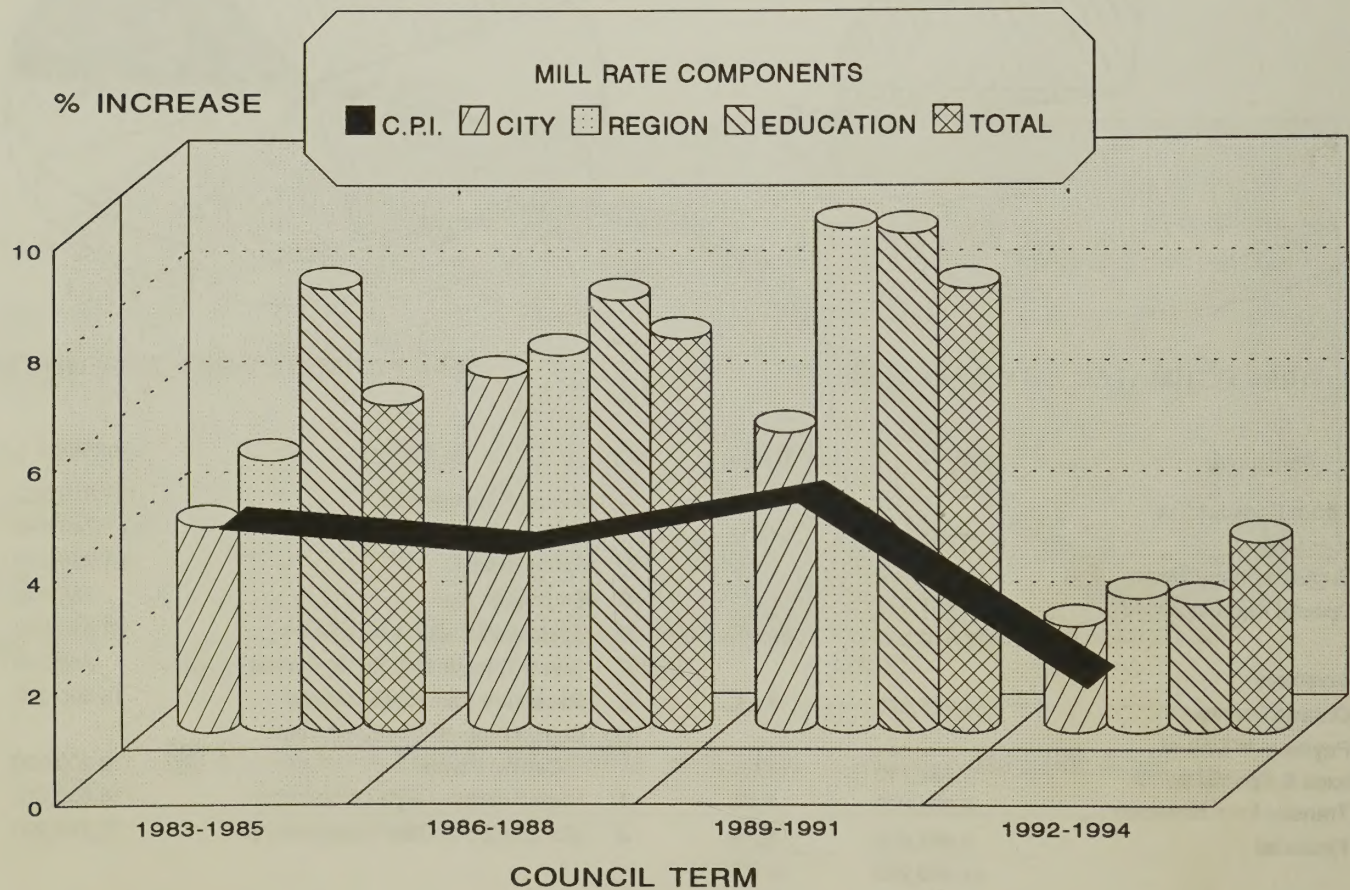
Key	Particulars	Amount	% of Total
A	Surplus from Previous Year	0	0.0%
B	Taxation – Levy	112,267,740	67.8%
	– Supplementary Taxes	1,111,800	0.7%
	– Special Assessment	2,131,360	1.3%
		<u>115,510,900</u>	<u>69.8%</u>
C	Other Revenues		
	– Ontario Grants	11,937,050	7.2%
	– Payment in Lieu of Taxes & Special levies	7,497,710	4.5%
	– Transfer from Reserves	3,031,000	1.8%
	– Financial	9,487,460	5.7%
		<u>31,953,220</u>	<u>19.2%</u>
D	User Fees	18,104,960	11.0%
		<u>165,569,080</u>	<u>100.0%</u>



1994 ESTIMATED CITY EXPENDITURES

Key	Particulars	Amount	% of Total
A	General Government	27,815,320	16.8%
B	Protection to Persons & Property	41,746,090	25.2%
C	Public Works	21,226,540	12.8%
D	Engineering	836,220	0.5%
E	Recreation & Cultural Services	26,686,570	16.1%
F	Grants,Receptions, Public Events	448,110	0.3%
G	Debenture Principal & Interest	15,560,270	9.4%
H	Capital Projects Financed from Capital Funds	2,200,000	1.3%
I	Local Boards–City's Contribution	16,858,710	10.2%
J	Miscellaneous Other Expenditures	12,191,250	7.4%
		<u>165,569,080</u>	<u>100.0%</u>

COMPARISON OF MILL RATE INCREASES AND THE CONSUMER PRICE INDEX



REVENUES

City revenues are categorized into three major groupings for budgetary purposes, namely Taxation, Other Revenues (which encompasses Ontario Grants, Payments-In-Lieu of Taxes, Special Levies, Reserves, and other Financial Accounts), and User Fees.

In past years, the Surplus from Previous Year was considered as a revenue source. As a result of the City's policy to reduce carry-over surplus to a 0 balance, 1994 resulted in no provision for any Carry Forward Surplus. 1993 was the last year this surplus amount was drawn into the current budget.

- ***Taxation***

Each year the City raises revenue through levies imposed on taxpayers. The City also collects tax revenue levied on behalf of the Regional Municipality of Hamilton-Wentworth and the Hamilton Boards of Education, both Public and Separate. Supplementary realty and business taxes are levied on new properties not yet on the Tax Collector's Roll.

- ***Other Revenues***

Provincial unconditional grants form the majority of revenues in this area. In 1994, the Province's Expenditure Control Plan reduced funding by 29.4% or \$3.3 million compared to 1993. Conditional grants are also granted to municipalities and are to be used for specific purposes such as the City's many museums and maintenance of roads.

Payments-In-Lieu of Taxes are amounts received by the City in lieu of property taxes from hospitals, colleges, and government offices to name a few. The budgeted increase is based on the forecasted tax rate increase of the City, Region and Educational Boards, plus or minus any other necessary adjustments.

Tax Penalties and Interest are amounts received for tax arrears, that is, for taxes owing from prior years.

- ***User Fees***

The concept of user fees is to charge a fee-for-service to those individuals who make use of the service. User fees attempt to recover partial/full recovery of the cost of the service without having to impact on the tax base. User fees include in part, licences, permits, and recreational/cultural activities, and are reviewed annually by the individual Departments to determine whether the rates should be revised (upward or downward) based on factors such as the economic environment, market rates, and cost recovery. The corporate guideline for 1994 was a 2% increase in fees although it is up to the individual departments to establish their respective rates.

1994 COMPARATIVE STATEMENT OF ESTIMATES – REVENUES

Description	1992 Actual	1993 Actual	1993 Estimate	1994 Estimate
<i>Surplus From Previous Year</i>	<u>500,000</u>	<u>250,000</u>	<u>250,000</u>	<u>0</u>
<i>Taxation</i>				
1994 Levy	110,432,535	112,269,866	112,455,530	112,267,740
Supplementary Taxation	1,414,484	1,238,671	992,080	1,111,800
Special Assessments	<u>2,182,089</u>	<u>2,227,776</u>	<u>2,230,430</u>	<u>2,131,360</u>
<i>Total Taxation Revenues</i>	<u>114,029,108</u>	<u>115,736,313</u>	<u>115,678,040</u>	<u>115,510,900</u>
<i>Other Revenues</i>				
Ontario Grants	17,568,333	13,557,236	15,869,760	11,937,050
Payment In Lieu Of Taxes & Special Levies	7,241,246	7,471,824	7,386,240	7,497,710
Transfer From Reserves	618,480	190,000	190,000	3,031,000
Financial Accounts	<u>10,031,436</u>	<u>11,218,387</u>	<u>9,587,020</u>	<u>9,487,460</u>
<i>Total Other Revenues</i>	<u>35,459,495</u>	<u>32,437,447</u>	<u>33,033,020</u>	<u>31,953,220</u>
<i>User Fees</i>				
City Clerk	1,425,027	1,654,221	1,613,340	1,903,930
Treasury / Purchasing	277,220	322,969	346,490	425,870
Planning	75,380	109,827	158,310	158,790
Property & Real Estate	973,993	909,981	845,410	824,590
Fire	102,685	74,565	97,100	82,750
Building	2,187,546	2,651,637	2,533,600	2,718,750
Local Roads—Region	38,926	38,484	45,670	45,700
Public Works—City / Parks	780,752	948,613	842,050	808,610
Cemeteries	1,054,013	1,137,808	1,234,300	1,236,320
Fleet Services	50,576	13,618	34,810	0
Recreation	3,891,941	4,195,627	4,862,580	5,054,410
Culture	255,434	238,424	290,090	295,250
Traffic—City	<u>3,589,673</u>	<u>3,616,425</u>	<u>3,760,400</u>	<u>4,549,990</u>
<i>Total User Fees</i>	<u>14,703,166</u>	<u>15,912,199</u>	<u>16,664,150</u>	<u>18,104,960</u>
<i>Total Revenues</i>	<u>164,691,769</u>	<u>164,335,959</u>	<u>165,625,210</u>	<u>165,569,080</u>

COMPARATIVE SUMMARY OF TAXATION – BY TAXING ENTITY

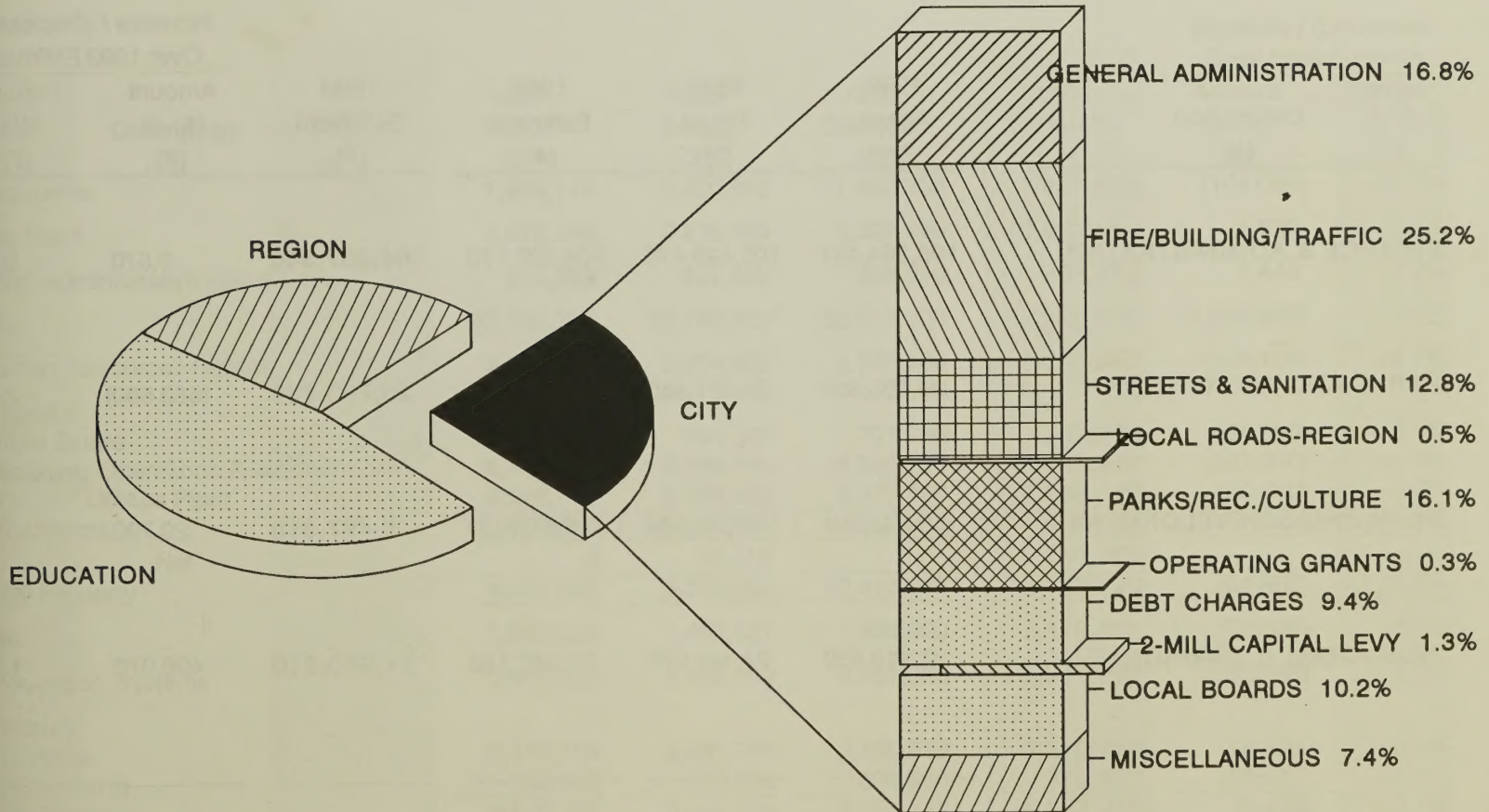
Realty and Business

Description	1993	1993	Assessment	Mills	1994	Increase / (Decrease) over 1993 Estimate	
	Actual	Estimate			Estimate	Amount	Percent
City of Hamilton							
Residential	61,830,177	61,846,410	601,227,985	104.2203	62,660,160	813,750	1.3%
Non-Residential	50,439,684	50,609,120	404,589,478	122.6121	49,607,580	(1,001,540)	-2.0%
	<u>112,269,861</u>	<u>112,455,530</u>			<u>112,267,740</u>	<u>(187,790)</u>	<u>-0.2%</u>
Hamilton – Wentworth Region							
Residential	63,496,170	63,496,170	601,227,985	106.9719	64,314,480	818,310	1.3%
Non-Residential	51,959,120	51,959,120	404,589,478	125.8493	50,917,280	(1,041,840)	-2.0%
	<u>115,455,290</u>	<u>115,455,290</u>			<u>115,231,760</u>	<u>(223,530)</u>	<u>-0.2%</u>
Hamilton Board of Education							
Elementary							
Residential	50,482,490	50,482,490	432,815,140	113.1485	48,972,370	(1,510,120)	-3.0%
Non-Residential	48,590,070	48,590,070	329,231,488	133.1159	43,825,930	(4,764,140)	-9.8%
	<u>99,072,560</u>	<u>99,072,560</u>			<u>92,798,300</u>	<u>(6,274,260)</u>	<u>-6.3%</u>
Secondary							
Residential	31,348,250	31,348,250	432,815,140	77.0493	33,348,090	1,999,840	6.4%
Non-Residential	30,173,100	30,173,100	329,231,488	90.6462	29,843,590	(329,510)	-1.1%
	<u>61,521,350</u>	<u>61,521,350</u>			<u>63,191,680</u>	<u>1,670,330</u>	<u>2.7%</u>
Hamilton – Wentworth Separate School Board							
Elementary							
Residential	19,147,210	19,147,210	168,412,845	113.1485	19,055,660	(91,550)	-0.5%
Non-Residential	8,388,130	8,388,130	75,357,990	133.1159	10,031,340	1,643,210	19.6%
	<u>27,535,340</u>	<u>27,535,340</u>			<u>29,087,000</u>	<u>1,551,660</u>	<u>5.6%</u>
Secondary							
Residential	11,889,890	11,889,890	168,412,845	77.0493	12,976,090	1,086,200	9.1%
Non-Residential	5,208,790	5,208,790	75,357,990	90.6462	6,830,910	1,622,120	31.1%
	<u>17,098,680</u>	<u>17,098,680</u>			<u>19,807,000</u>	<u>2,708,320</u>	<u>15.8%</u>
	<u>432,953,081</u>	<u>433,138,750</u>			<u>432,383,480</u>	<u>(755,270)</u>	<u>-0.2%</u>

COMPARATIVE SUMMARY OF TAXATION – BY CLASSIFICATION

<u>Description</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>Assessment</u>	<u>Mills</u>	<u>1994 Estimate</u>	<u>Increase/(Decrease) over 1993 Estimate</u>	
						<u>Amount</u>	<u>Percent</u>
Realty							
<i>Residential</i>							
City of Hamilton	61,830,177	61,846,410	601,227,985	104.2203	62,660,160	813,750	1.3%
Hamilton – Wentworth Region	63,496,170	63,496,170	601,227,985	106.9719	64,314,480	818,310	1.3%
Board of Education							
– Elementary	50,482,490	50,482,490	432,815,140	113.1485	48,972,370	(1,510,120)	–3.0%
– Secondary	31,348,250	31,348,250	432,815,140	77.0493	33,348,090	1,999,840	6.4%
Separate School Board							
– Elementary	19,147,210	19,147,210	168,412,845	113.1485	19,055,660	(91,550)	–0.5%
– Secondary	11,889,890	11,889,890	168,412,845	77.0493	12,976,090	1,086,200	9.1%
	<u>238,194,187</u>	<u>238,210,420</u>			<u>241,326,850</u>	<u>3,116,430</u>	<u>1.3%</u>
<i>Non-Residential</i>							
City of Hamilton	34,801,709	34,873,310	279,403,428	122.6121	34,258,250	(615,060)	–1.8%
Hamilton – Wentworth Region	35,803,560	35,803,560	279,403,428	125.8493	35,162,720	(640,840)	–1.8%
Board of Education							
– Elementary	33,580,570	33,580,570	227,825,378	133.1159	30,327,170	(3,253,400)	–9.7%
– Secondary	20,852,610	20,852,610	227,825,378	90.6462	20,651,510	(201,100)	–1.0%
Separate School Board							
– Elementary	5,681,500	5,681,500	51,578,050	133.1159	6,865,850	1,184,350	20.8%
– Secondary	3,528,050	3,528,050	51,578,050	90.6462	4,675,350	1,147,300	32.5%
	<u>134,247,999</u>	<u>134,319,600</u>			<u>131,940,850</u>	<u>(2,378,750)</u>	<u>–1.8%</u>
<i>Business</i>							
City of Hamilton	15,637,975	15,735,810	125,186,050	122.6121	15,349,330	(386,480)	–2.5%
Hamilton – Wentworth Region	16,155,560	16,155,560	125,186,050	125.8493	15,754,560	(401,000)	–2.5%
Board of Education							
– Elementary	15,009,500	15,009,500	101,406,110	133.1159	13,498,760	(1,510,740)	–10.1%
– Secondary	9,320,490	9,320,490	101,406,110	90.6462	9,192,080	(128,410)	–1.4%
Separate School Board							
– Elementary	2,706,630	2,706,630	23,779,940	133.1159	3,165,490	458,860	17.0%
– Secondary	1,680,740	1,680,740	23,779,940	90.6462	2,155,560	474,820	28.3%
	<u>60,510,895</u>	<u>60,608,730</u>			<u>59,115,780</u>	<u>(1,492,950)</u>	<u>–2.5%</u>
	<u>432,953,081</u>	<u>433,138,750</u>			<u>432,383,480</u>	<u>(755,270)</u>	<u>–0.2%</u>

WHERE YOUR 1994 TAX DOLLAR GOES



SUMMARY OF THE 1994 EXPENDITURE ESTIMATES BY COMMITTEE

Description (1)	1992 Actual (2)	1993 Actual (3)	1993 Estimate (4)	1994 Estimate (5)	Increase / (Decrease) Over 1993 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
FINANCE & ADMINISTRATION	105,384,457	105,423,470	104,328,770	104,337,340	8,570	0.0%
PARKS AND RECREATION	25,695,368	25,371,960	27,377,280	26,793,720	(583,560)	-2.1%
PLANNING & DEVELOPMENT	6,241,994	6,058,554	6,477,020	6,497,810	20,790	0.3%
TRANSPORT & ENVIRONMENT	27,119,950	27,481,975	27,442,140	27,940,210	498,070	1.8%
TOTAL EXPENDITURES	<u>164,441,769</u>	<u>164,335,959</u>	<u>165,625,210</u>	<u>165,569,080</u>	<u>(56,130)</u>	<u>-0.0%</u>

SUMMARY OF THE 1994 EXPENDITURE ESTIMATES BY COMMITTEE
— FINANCE AND ADMINISTRATION COMMITTEE —

Description (1)	1992 Actual (2)	1993 Actual (3)	1993 Estimate (4)	1994 Estimate (5)	Increase / (Decrease) Over 1993 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Legislative	1,494,714	1,390,950	1,460,430	1,356,430	(104,000)	-7.1%
City Clerk	2,875,246	2,836,359	2,891,230	2,892,880	1,650	0.1%
Chief Administrative Office	244,269	202,587	208,010	209,450	1,440	0.7%
Fire	33,098,740	32,166,929	32,717,200	31,328,580	(1,388,620)	-4.2%
Human Resources Centre	2,058,205	2,004,899	2,167,100	2,020,980	(146,120)	-6.7%
Property						
— Real Estate	668,337	749,947	791,780	767,700	(24,080)	-3.0%
— Building Operations & Maintenance	6,430,218	6,309,784	6,950,290	6,748,970	(201,320)	-2.9%
— Central Utilities Plant	2,516,940	2,583,062	2,673,390	2,653,140	(20,250)	-0.8%
— Architects	454,558	465,635	503,240	502,620	(620)	-0.1%
Net	0	46,510		150,760		
Total Property	9,615,495	9,689,303	10,415,460	10,320,570	(94,890)	-0.9%
Law	1,562,623	1,482,427	1,650,020	1,579,200	(70,820)	-4.3%
Information Systems	3,915,073	3,822,269	3,951,980	3,811,600	(140,380)	-3.6%
Treasury						
— Finance	3,153,124	3,081,750	3,195,810	3,210,010	14,200	0.4%
— Purchasing	369,069	360,984	390,930	372,300	(18,630)	-4.8%
Total Treasury	3,522,193	3,442,734	3,586,740	3,582,310	(4,430)	-0.1%
Total Departments	58,386,558	57,038,457	59,048,170	57,102,000	(1,946,170)	-3.3%

**SUMMARY OF THE 1994 EXPENDITURE ESTIMATES BY COMMITTEE
– FINANCE AND ADMINISTRATION COMMITTEE –**

Description (1)	1992 Actual (2)	1993 Actual (3)	1993 Estimate (4)	1994 Estimate (5)	Increase / (Decrease) Over 1993 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Library						
– Expenditures	16,069,106	16,243,815 ⁽¹⁾	15,868,310	15,831,970	(36,340)	–0.2
– Revenues	1,735,041	1,948,148	1,513,340	1,477,000	(36,340)	–2.4
City Funding Request	14,334,065	14,295,667	14,354,970	14,354,970	0	0.0
(1) Excludes unexpended municipal contribution of \$59,303 transferred to Reserve for Capital Projects – Library						
Parking Authority						
– Expenditures	3,895,919	4,167,593	4,155,410	4,447,560	292,150	7.0
– Revenues	4,550,386	4,527,021	4,638,580	4,818,080	179,500	3.9
Surplus / (Deficit) prior to Debt Charges	654,467	359,428	483,170	370,520	(112,650)	–23.3
Deduct: Debt charges	(1,268,165)	(1,242,831)	(1,268,160)	(1,090,750)	177,410	–14.0
Net Surplus / (Deficit) Distributed	(613,698)	(883,403)	(784,990)	(720,230)	64,760	–8.2
Hamilton Entertainment And Convention Facilities Inc. (H.E.C.F.I.)						
– Expenditures	9,898,120	9,225,894 ⁽²⁾	9,599,760	9,105,590	(494,170)	–5.1
– Revenues	7,371,751	6,700,768	6,887,170	6,601,850	(285,320)	–4.1
City Contribution	2,526,369	2,525,126	2,712,590	2,503,740	(208,850)	–7.7
(2) Excludes unexpended municipal contribution of \$187,464 transferred to Reserve for Capital Projects – H.E.C.F.I.						
Total Local Boards	16,860,434	16,820,793	17,067,560	16,858,710	(208,850)	–1.2

SUMMARY OF THE 1994 EXPENDITURE ESTIMATES BY COMMITTEE
— FINANCE AND ADMINISTRATION COMMITTEE —

Description (1)	1992 Actual (2)	1993 Actual (3)	1993 Estimate (4)	1994 Estimate (5)	Increase / (Decrease) Over 1993 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Other Budgets						
Race Relations Committee	12,880	12,880	12,880	12,880	0	0.0%
H.S.P.C.A.						
— Purchase of Services	882,657	881,130	881,130	881,130	0	0.0%
Total H.S.P.C.A. Services	882,657	881,130	881,130	881,130	0	0.0%
Mundialization Committee	7,963	4,680	8,030	8,030	0	0.0%
Status Of Women	11,280	11,280	11,280	11,280	0	0.0%
Promotion And Public Relations	17,354	16,000	31,000	31,000	0	0.0%
Civic Awards, Receptions, Delegation Hostings	69,686	73,184	80,000	80,000	0	0.0%
Grants	467,472	372,687	448,290	448,110	(180)	-0.0%
Total Other Budgets	1,469,292	1,371,841	1,472,610	1,472,430	(180)	-0.0%
Sub—Total Finance & Administration	76,716,284	75,231,091	77,588,340	75,433,140	(2,155,200)	-2.8%

SUMMARY OF THE 1994 EXPENDITURE ESTIMATES BY COMMITTEE
— FINANCE AND ADMINISTRATION COMMITTEE —

Description (1)	1992 Actual (2)	1993 Actual (3)	1993 Estimate (4)	1994 Estimate (5)	Increase / (Decrease) Over 1993 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Financials						
Owner's Debt – Local	328,080	328,080	328,080	354,270	26,190	8.0%
Capital Levy	3,817,650	2,200,000	2,200,000	2,200,000	0	0.0%
Provision for Debt Reserve	15,395,000	16,599,260	16,599,260	15,206,000	(1,393,260)	-8.4%
Provision for Other Reserves	3,932,791	9,082,431	2,633,600	2,552,000	(81,600)	-3.1%
Financial – Various	3,902,644	1,866,315	4,403,220	7,879,000	3,475,780	78.9%
Contingency	0	0	20,040	0	(20,040)	-100.0%
Capital Programs	0	0	148,130	275,930	127,800	100.0%
Miscellaneous	1,292,008	116,293	408,100	437,000	28,900	7.1%
Total Financials	<u>28,668,173</u>	<u>30,192,379</u>	<u>26,740,430</u>	<u>28,904,200</u>	<u>2,163,770</u>	<u>8.1%</u>
TOTAL FINANCE AND ADMINISTRATION COMMITTEE	<u><u>105,384,457</u></u>	<u><u>105,423,470</u></u>	<u><u>104,328,770</u></u>	<u><u>104,337,340</u></u>	<u><u>8,570</u></u>	<u><u>0.0%</u></u>

SUMMARY OF THE 1994 EXPENDITURE ESTIMATES BY COMMITTEE
– PARKS AND RECREATION COMMITTEE –

Description (1)	1992 Actual (2)	1993 Actual (3)	1993 Estimate (4)	1994 Estimate (5)	Increase / (Decrease) Over 1993 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Public Works						
Cemeteries Division	2,809,934	2,613,286	2,835,330	2,771,160	(64,170)	-2.3%
Parks Division	9,806,116	9,825,757	9,857,270	10,012,410	155,140	1.6%
Total Public Works	12,616,050	12,439,043	12,692,600	12,783,570	90,970	0.7%
Culture And Recreation						
Recreation	10,949,949	10,944,857	12,525,440	11,957,880	(567,560)	-4.5%
Culture	1,985,330	1,912,341	2,018,570	1,945,120	(73,450)	-3.6%
Total Culture And Recreation	12,935,279	12,857,198	14,544,010	13,903,000	(641,010)	-4.4%
Hamilton – Scourge Project	135,534	66,135	124,410	95,150	(29,260)	-23.5%
Hamilton Veterans Committee	8,505	9,584	16,260	12,000	(4,260)	-26.2%
TOTAL PARKS AND RECREATION COMMITTEE	<u>25,695,368</u>	<u>25,371,960</u>	<u>27,377,280</u>	<u>26,793,720</u>	<u>(583,560)</u>	<u>-2.1%</u>

**SUMMARY OF THE 1994 EXPENDITURE ESTIMATES BY COMMITTEE
– PLANNING AND DEVELOPMENT COMMITTEE –**

Description (1)	1992 Actual (2)	1993 Actual (3)	1993 Estimate (4)	1994 Estimate (5)	Increase / (Decrease) Over 1993 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Building	4,273,506	4,129,212	4,470,930	4,540,060	69,130	1.5%
Municipal Non-Profit (Hamilton) Housing	309,759	306,400	316,450	293,590	(22,860)	-7.2%
Committee Of Adjustment	11,000	11,000	11,000	11,000	0	0.0%
Planning – By Region	1,957,488	1,918,342	1,995,090	1,946,750	(48,340)	0.0%
TOTAL PLANNING AND DEVELOPMENT COMMITTEE	<u>6,241,994</u>	<u>6,058,554</u>	<u>6,477,020</u>	<u>6,497,810</u>	<u>20,790</u>	<u>0.3%</u>

SUMMARY OF THE 1994 EXPENDITURE ESTIMATES BY COMMITTEE
— TRANSPORT AND ENVIRONMENT COMMITTEE —

Description (1)	1992 Actual (2)	1993 Actual (3)	1993 Estimate (4)	1994 Estimate (5)	Increase / (Decrease) Over 1993 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Traffic						
— For City	5,519,995	5,671,510	5,772,600	5,877,450	104,850	1.8%
Public Works						
— Streets & Sanitation Division	20,958,285	21,426,420	20,813,320	21,322,870	509,550	2.4%
— Fleet Services Division (Gross)	9,396,588	10,034,049	10,041,380	10,167,970	126,590	1.3%
— Net Operations	(123,192)	(366,910)	0	(55,000)	(55,000)	
— City Garage (Gross)	1,320,954	1,244,781	1,293,060	1,242,020	(51,040)	-3.9%
— Net Operations	30,288	64,222	0	(41,330)	(41,330)	
Total Public Works	20,865,381	21,123,732	20,813,320	21,226,540	413,220	2.0%
Services Purchased From The Region:						
— Local Roads	734,574	686,733	856,220	836,220	(20,000)	-2.3%
Total Services Purchased	734,574	686,733	856,220	836,220	(20,000)	-2.3%
TOTAL TRANSPORT AND ENVIRONMENT	<u>27,119,950</u>	<u>27,481,975</u>	<u>27,442,140</u>	<u>27,940,210</u>	<u>498,070</u>	<u>1.8%</u>

CITY CLERK'S DEPARTMENT

The ***City Clerk's Department*** provides services and assistance to City Council, it's Committees and the general public, and performs all functions required of the City Clerk by various provincial statutes. Specific functions include:

- Provide secretarial services to City Council, Standing Committees, Sub-Committees and Special Purpose Committees.
- Conduct municipal elections.
- Administer the Records Management Programme.
- Administer the issuance and enforcement of municipal business and lottery licences.
- Provide 24 hour information and dispatch services.
- Register births and deaths.
- Provide switchboard services.
- Provide support services to the Members of City Council.
- Provide print and mail services for the City and Region.
- Operate and manage the Hamilton Farmer's Market.
- Co-ordinate City advertising.
- Administer Senior's Tax Rebate.
- Co-ordinate civic receptions and functions.
- Co-ordinate all commercial film making activities in the City of Hamilton.
- Administer and enforce the Smoking Control By-Laws.
- Administer the Freedom of Information and Protection of Privacy Act.
- Issue marriage licences.

1994 COMPARATIVE STATEMENT OF ESTIMATES CITY CLERK'S DEPARTMENT

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
Expenditures				
Administration	670,534	635,372	688,860	664,040
Licence Section	738,370	747,514	747,970	779,240
Legislative	570,297	562,331	546,310	509,530
Election	18,214			
Information Bureau	105,109	127,526	110,790	123,390
Service Section – Mail & Printing	527,803	486,003	522,020	561,020
Hamilton Farmer's Market	263,133	277,613	275,280	255,660
Total Expenditures	<u>2,875,246</u>	<u>2,836,359</u>	<u>2,891,230</u>	<u>2,892,880</u>
Revenues				
Licence Section	998,684	1,221,171	1,210,950	1,431,000
Hamilton Farmer's Market	426,343	433,050	402,390	472,930
Total Revenues	<u>1,425,027</u>	<u>1,654,221</u>	<u>1,613,340</u>	<u>1,903,930</u>
Net Operations	<u>1,450,219</u>	<u>1,182,138</u>	<u>1,277,890</u>	<u>988,950</u>

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– LEGISLATIVE –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures</i>				
Mayor's Office	372,238	361,404	364,970	365,555
Alderman's Offices (Direct Charges)	419,551	400,699	408,580	406,055
Alderman's Offices (Admin. Support)	531,566	487,202	500,550	490,095
Motor Vehicle Operation—Chauffered Cars	148,895	119,555	163,070	70,485
Memberships	14,842	14,902	15,640	16,645
Outside Groups	7,622	7,188	7,620	7,625
Total Expenditures	<u>1,494,714</u>	<u>1,390,950</u>	<u>1,460,430</u>	<u>1,356,435</u>
<i>Revenues</i>				
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	
<i>Net Operations</i>	<u>1,494,714</u>	<u>1,390,950</u>	<u>1,460,430</u>	<u>1,356,435</u>

**CHIEF ADMINISTRATIVE
OFFICER**

The functions of the **Chief Administrative Officer** include:

- Administering the affairs of the Corporation of the City of Hamilton in accordance with the policies recommended to and approved by City Council
- Providing general direction to eleven City Departments in the administration of City Hall
- Being responsive for setting agendas, together with managing the attendant financial and human resource inputs.

Description	1992 Actual	1993 Actual	1993 Estimate	1994 Estimate
Total Expenditures	<u>\$244,269</u>	<u>\$202,587</u>	<u>\$208,010</u>	<u>\$209,450</u>

HAMILTON FIRE DEPARTMENT

The Hamilton Fire Department, under the direction of the Chief, is responsible for fighting fires and responding to a wide variety of non-fire related emergency conditions and life-threatening situations within the boundaries of the City of Hamilton. In addition, through By-law 6834, the department is authorized to assist other Hamilton-Wentworth Region fire departments under "Mutual Aid".

There are six divisions within the Hamilton Fire Department being Administration, Communications, Fire Prevention,

Vehicle and Equipment Repair, Training and Firefighting. The department has 459 authorized staff. Operations are carried out from 12 fire stations, our Training Complex and Administration Office.

Our main objective is the protection from fire, of all life and property within the City. This is accomplished through our commitment to fire prevention programs, fire code enforcement and public education efforts; and an all inclusive in-house firefighter training program.

	Alarms, \$ Loss, Fatalities - 1989 - 1993				
	1993	1992	1991	1990	1989
Structural Fires	523	502	532	530	541
Outdoor Fires	754	828	869	766	762
Vehicle Fires	348	292	306	248	257
Emergency Calls	215	959	946	1,023	731
Assistance Calls	1,193	1,387	1,340	1,410	1,310
Inhalator Calls	6,908	7,131	7,488	6,807	4,386
Unnecessary Calls	495	658	731	734	789
Accidental Alarms	1,800	1,828	1,835	2,040	1,841
False (malicious) Alarms	524	362	410	411	390
Total Alarms	12,760	13,947	14,457	13,969	11,007
Estimated Fire Loss (\$millions)	12.89	10.31	8.84	7.57	12.05
Fire Fatalities	2	0	10	6	5

Hamilton Fire Department - cont'd

• ***Emergency Calls***

Vehicle accidents; elevator rescue; rescue of persons trapped or injured by equipment; personal injury accidents, etc.

• ***Assistance Calls***

Lock-ins; defective electrical wiring; faulty heating units; defective chimneys; assistance to police or public utilities; gas leak/fumes; T.V. aerials and hydro wires down; defective transformers; investigation of unknown odors and fires reported out.

• ***Inhalator Calls***

Heart problems; convulsions, epileptic seizures; drownings; breathing difficulties; suicides; strokes; etc.

• ***Unnecessary Calls***

Needless; smoke; steam; odor or reflections mistaken for fire.

• ***Accidental Alarms***

Servicemen working on or testing an alarm system; sprinkler head or pipes broken; heat or smoke detection systems activated; etc.

1994 COMPARATIVE STATEMENT OF ESTIMATES
- FIRE -

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures</i>				
Administration	30,847,024	29,915,960	30,299,300	28,890,660
Motor Apparatus - Operations	894,984	922,668	1,023,170	1,033,370
Fire Prevention Bureau	1,295,572	1,286,223	1,332,000	1,341,820
Retirement Allowances	2,348	2,267	3,020	3,020
Drum Corps	7,450	7,450	7,450	7,450
Training Supplies	51,362	32,361	52,260	52,260
Total Expenditures	<u>33,098,740</u>	<u>32,166,929</u>	<u>32,717,200</u>	<u>31,328,580</u>
<i>Revenues</i>				
Administration (Fire Services-MTC , Inspection Fees, Fire Training Complex)	102,685	74,566	97,100	82,750
Total Revenues	<u>102,685</u>	<u>74,566</u>	<u>97,100</u>	<u>82,750</u>
<i>Net Operations</i>	<u>32,996,055</u>	<u>32,092,363</u>	<u>32,620,100</u>	<u>31,245,830</u>

HUMAN RESOURCES CENTRE

Purpose:

" To provide an advisory function, an information and control function and a service function for Departments of the Regional Municipality of Hamilton-Wentworth and the City of Hamilton in a pro-active manner, and to provide information to Councils of both organizations to enable them to make informed decisions."

Responsible for:

- Labour Relations
- Wage & Salary Administration including Pay Equity
- Employment Equity
- Job Evaluation

- Training
- Employee Recognition Programmes
- Occupational Health & Safety
- Attendance Management System
- Worker's Compensation
- Corporate Health
- Ergonomics
- Employee Records
- Benefits
- Human Resources Information System including processing Payroll Data
- Recruiting
- Employment & Exit Interviews
- Complement Control
- Job Postings
- Job Descriptions
- Organizational Reviews

Description	1992 Actual	1993 Actual	1993 Estimate	1994 Estimate
<i>Expenditures</i>				
Total Net Operations provided by the Region	<u>\$2,058,205</u>	<u>\$2,004,899</u>	<u>\$2,167,000</u>	<u>\$2,020,980</u>

PROPERTY DEPARTMENT

The ***Property Department*** acts as landlord for the City and is building oriented. The Department consists of four Divisions, namely: Property Administration, Real Estate, Architectural, and Building Operations and Maintenance.

The responsibilities of the Divisions are as follows:

- ***Property Administration***

To standardize and co-ordinate the administrative functions of all Divisions, including the development of policies/procedures, budget preparation and monitoring, and other generic administrative functions which affect all Divisions.

- ***Real Estate Division***

To provide a complete package of real estate services to all departments of the municipal corporation and City Council, including the acquisition of property for municipal purposes, the disposal of real estate assets once they are deemed to be excess to municipal requirements, the marketing of industrial lands, the management of municipally owned real estate, the preparation of specifications for the control of demolition of buildings in order to clear land of improvements and prepare it for a municipal project, the provision of real estate appraisal expertise and advice and direction to City Council on all property matters. The same package of real estate services is provided to the Regional Municipality of Hamilton-Wentworth on a fee basis. In addition, the Division has the added responsibility of handling appraisal and acquisition services for the Municipal Non-Profit (Hamilton) Housing Corporation.

- ***Architectural Division***

To provide Project Management, Architectural Design, and Construction Management services to all City of Hamilton capital construction/building projects.

The Project Management service includes directing and co-ordinating the project team, which includes consultant architects and engineers, in the development of feasibility studies, estimates, schedules, performance standards, designs, construction documents; and in the administration and supervision of the construction contracts (includes warranty period).

The Architectural Design service is provided by staff architects registered with the Ontario Association of Architects. The service provides professional leadership in the development of City building requirements.

The Construction Management Service includes selecting the means and methods for the building construction, purchasing materials, and hiring sub and trade contractors.

In addition, the Division also provides Commissioning Services and Advisory Services.

- ***Building Operations and Maintenance Division***

To administer a complete building maintenance program for approximately 200 City owned facilities, including City Hall, recreation buildings and centres, arenas and outdoor pools, playgrounds, park buildings, housing units, fire halls, and historic sites.

Property Department cont'd

Building Operations and Maintenance Division cont'd

Divisional objectives are:

- To operate a preventive maintenance program
- To provide a cleaning and caretaking service
- To carry out renovations to civic buildings as necessary
- To provide 24 hour, 7 days per week maintenance coverage
- To undertake energy conservation projects, major maintenance and capital repair/replacement programs

The Division is also responsible for the ***Central Utilities Plant***, a centre for the supply and distribution of services to a number of buildings in the City's downtown core. Electricity, fuel, water, heating, cooling and ventilation are provided to City Hall, the Art Gallery, Central Library, Central Market, the Downtown Underground Parking Garage, the Ontario Government Building, Copps Coliseum, Hamilton Place and the Convention Centre. Day-to-day and preventive mechanical maintenance is also provided to this \$60,000,000 physical plant which supplies environmental control to 1,500,000 square feet of office, institutional and entertainment space.

Within the Building Operations and Maintenance Division, the ***Central Utilities Plant***:

- Provides operational and maintenance resources relating to the supply and distribution of utility services for a number of buildings located in the City's downtown core
- Provides leadership, direction and scheduling of staff and resources in an effort to maximize productivity of the work force and to prioritize work in accordance with the needs established and funds provided
- Provides a maintenance resource capable of maintaining system components and equipment to accepted standards while maintaining a low unit and life cycle cost
- Ensures high technical and aesthetic standards for the facilities and provides a satisfactory and safe environment for all users with minimal depreciation of capital.

1994 COMPARATIVE STATEMENT OF ESTIMATES
— PROPERTY DEPARTMENT —

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<u>Real Estate Division</u>				
<i>Expenditures</i>				
Real Estate Administration	437,165	518,935	557,450	533,570
Property Administration	231,172	231,012	234,330	234,130
	<u>668,337</u>	<u>749,947</u>	<u>791,780</u>	<u>767,700</u>
<i>Revenues</i>				
Real Estate Administration	9,706	9,363	5,000	8,000
Property Administration	18,885	22,907	26,190	25,480
	<u>28,591</u>	<u>32,270</u>	<u>31,190</u>	<u>33,480</u>
Net Real Estate Division	<u>639,746</u>	<u>717,677</u>	<u>760,590</u>	<u>734,220</u>
<u>Architectural Division</u>				
<i>Expenditures</i>				
Administration — Gross	454,558	465,635	503,240	502,620
— Net	0	46,510	0	150,760
Net Architectural Division	<u>0</u>	<u>46,510</u>	<u>0</u>	<u>150,760</u>
<u>Building Operations & Maintenance Division</u>				
<i>Expenditures</i>				
Property Maintenance:				
Administration	635,133	594,416	613,250	579,690

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– PROPERTY DEPARTMENT –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
Maintenance City Hall, Public Buildings, Health Building, Civic Properties	1,550,274	1,421,110	1,492,130	1,346,770
Composite Buildings	149,104	111,814	133,700	136,990
Central Services Buildings – Gross	167,976	179,179	156,240	167,280
– Net	109,070	118,680	94,890	99,280
District Centres/Twin Pad Arena	1,473,703	1,321,871	1,805,710	1,791,030
Parks/Recreation Buildings/Playgrounds	1,536,062	1,713,351	1,597,550	1,604,990
Chedoke/King's Forest Golf Club Buildings	188,734	176,872	193,970	186,870
Historic Sites	123,639	124,434	141,620	142,600
Ivor Wynne Stadium/Other Locations	579,881	615,308	763,250	742,410
Repairs & Maintenance – Market	107,607	124,254	124,220	118,340
Repairs & Maintenance – Library	238,579	252,724	268,630	256,090
Work Done For Park. Auth./Others – Gross	1,434,007	1,130,461	988,940	1,129,150
– Net	(22,989)	(12,326)	(10,000)	0
Total Expenditures	6,430,218	6,309,784	6,950,290	6,748,970
Revenues				
Rental – Regional Departments	735,150	671,904	621,640	620,370
Rent / Fees – Civic Property	210,252	205,807	192,580	170,740
Total Revenues	945,402	877,711	814,220	791,110
Net Property Maintenance Division	5,484,816	5,432,073	6,136,070	5,957,860

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– PROPERTY DEPARTMENT –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<u>Building Operations & Maintenance Division</u>				
Expenditures				
Central Utilities Plant:				
Operations	531,819	578,701	626,410	552,710
Maintenance	612,854	557,566	565,450	568,860
City Hall	236,633	246,763	258,150	258,150
Ontario Government Building	351,462	367,502	368,120	374,860
Pedestrian Arcade / Overapss	28,311	26,436	35,900	30,370
Parking Authority Underground Garage	104,138	116,774	112,520	112,520
Copps Coliseum	346,389	397,591	377,730	391,030
Hamilton Central Library	304,251	329,097	318,260	327,870
Hamilton Place	254,586	252,673	275,290	285,020
Art Gallery	123,516	127,684	129,200	131,030
Hamilton Farmer's Market	81,628	83,543	86,000	98,000
Hamilton Convention Centre	258,075	259,103	298,940	306,380
Recoveries From Users	(716,722)	(760,371)	(778,580)	(783,660)
Total Expenditures	<u>2,516,940</u>	<u>2,583,062</u>	<u>2,673,390</u>	<u>2,653,140</u>
Revenues				
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Central Utilities Plant	<u>2,516,940</u>	<u>2,583,062</u>	<u>2,673,390</u>	<u>2,653,140</u>
Total Net Operations – Property Department	<u>8,641,502</u>	<u>8,779,322</u>	<u>9,570,050</u>	<u>9,495,980</u>

LAW DEPARTMENT

Purpose:

"To ensure the efficient provision of the highest quality legal advice and representation, both preventive and remedial, to the Corporation of the City of Hamilton, by a professional team, maintained by a continuous program of staff development."

In addition to providing Council and its committees with legal advice, the **Law Department** performs the following functions:

Corporate and Litigation Services

- Civil Litigation: defence of personal injury claims; WCB claims
- Risk Management advice
- By-Law enforcement/Judicial Review applications
- Labour and related appearances/opinions
- Contract negotiations/drafting/dispute resolution
- Legislative Drafting

Real Estate and Development Services

- Property transactions: eg. purchases, sales, leases, liens encroachments
- Road closures/dedications
- Title searches/opinions
- Development agreements: eg. subdivisions, site plan control, preservice
- Land Related Administrative Tribunal representations: eg. OMB
- Expropriation Inquiries, Land Compensation Board

Description	1992 Actual	1993 Actual	1993 Estimate	1994 Estimate
<i>Expenditures</i>				
Administration	\$1,538,147	\$1,440,038	\$1,618,020	\$1,547,200
Disbursements	24,476	42,389	32,000	32,000
<i>Total Expenditures</i>	<i>1,562,623</i>	<i>1,482,427</i>	<i>1,650,020</i>	<i>1,579,200</i>
Net Operations	<u>\$1,562,623</u>	<u>\$1,482,427</u>	<u>\$1,650,020</u>	<u>\$1,579,200</u>

INFORMATION SYSTEMS DEPARTMENT

Information Systems currently manages many large and complex Systems Applications on behalf of both the Corporation of the City of Hamilton and the Region of Hamilton-Wentworth. There are currently more than 100 major applications in operation including:

- On-line Financial Information system for Region and City including General ledger, Purchasing, Accounts Payable, and Budgetary Control
- Human Resources Personnel and Payroll for over 6,000 employees
- Pension system for 1,000 retired employees
- Property system (assessment and taxation) for 83,000 Realty and Business taxpayers
- Building Permit system for approximately 5,000 permits per year; Metered Water system for 49,000 metered water accounts
- Social Services system which processes more than 6,000 cheques per month
- Hamilton Public Library System for 2,500,000 titles for 9 branch Libraries
- Support services for more than 800 workstations for word processing, spreadsheet analysis, electronic mail and other end user software
- Maintenance Management Systems for the Engineering, Public Works and Traffic Department.
- On-line Transit Information system (including radio and data communications with 260 vehicles).
- Microfilming services (image and Computer output microfilm) producing 3,200,000 images per year.

The co-ordination of Information Systems functions is considered to be of vital importance to the operation of the City and Region. The City and Region currently have the only known fully co-ordinated Information Systems function for any major Municipal area in Canada.

Major Information Systems Projects 1994 +

- Property Database (and related) Project to restructure property-related information into a common, accessible database
- New customer-oriented taxation system
- Communications network implementation
- New Human Resources Information System (HRIS)

1994 COMPARATIVE STATEMENT OF ESTIMATES
– INFORMATION SYSTEMS –

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
Expenditures				
Administration & Systems Planning	633,536	608,429	615,790	615,480
Systems Analysis	938,918	935,322	965,930	882,310
Host Systems—Disk & Tape Storage	514,669	525,430	550,400	530,000
Programming	862,378	853,067	890,560	937,160
Host Printing	107,231	94,860	170,680	161,720
Contracted Services	196,610	134,152	118,670	26,500
Business Systems—Central Processing	1,394,506	1,409,713	1,404,970	1,383,870
Business Systems—User Software	180,128	260,038	255,250	262,790
Communications	309,630	275,262	291,360	257,050
City Phone Charges	268,473	243,757	257,550	248,000
Data Entry	156,548	166,503	166,450	203,020
Support Services	351,368	362,632	406,360	392,250
Hardware & Software	849,232	800,063	903,050	872,160
Image Processing	188,038	156,706	173,460	188,500
Information Systems – Services	(3,036,192)	(3,003,665)	(3,218,500)	(3,149,210)
Total Expenditures	<u>3,915,073</u>	<u>3,822,269</u>	<u>3,951,980</u>	<u>3,811,600</u>
Revenues				
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Operations	<u>3,915,073</u>	<u>3,822,269</u>	<u>3,951,980</u>	<u>3,811,600</u>

TREASURY DEPARTMENT

The ***Treasury Department*** consists of four Divisions, namely: Budgets, Accounting, Revenue and Purchasing.

Subsection 77(1) of the Municipal Act, R.S.O.1990, Chapter M.45 provides that the Council shall appoint a Treasurer; Section 77 to 84 makes reference to the responsibility of the City Treasurer; Section 139 to 154 refers to Money By-laws; Section 155 to 166 refers to yearly Rates and Estimates; Section 167 to 189 refers to Finances and Temporary Loans, and Section 362 to 447 refers to Municipal Taxes.

• Budget Division

- * Proper and effective control of cash management and maintain investment policies;
- * Prepare goals and objectives, plans, and guidelines for the Budget;
- * Monitor, guide, collect and co-ordinate Departmental revenue and expenditure budgets;
- * Arrange the review process by the Management Team, Standing Committees, and ultimately Council where final Mill Rates are set;
- * Administer Risk Management and Insurance;
- * Apply and collect all subsidies from various Ministries;
- * Administer Grant programs to external not-for-profit organizations

• Accounting Division

- * Maintain, administer and control the budgetary policy and accounting records;
- * Prepare City Financial Report including Local Boards;
- * Control and administer effective procedures for safeguarding all assets and liabilities;
- * Administer Payroll, Pension and Accounts Payable Sections (payments of goods and services supplied to the City and Local Boards)

• Revenue Division

- * Manage and control the billing and collection of all taxes and all other revenues;
- * Maintain, administer, safeguard and control of all receipts, investments, and securities, and administer collection procedures;

• Purchasing Division

- * effectively provide a centralized purchasing function to acquire goods and services for all City and Regional Departments, Boards and Commissions;
- * provide consulting services and improve effectiveness for the Library and members of the Co-operative Purchasing Group, including 32 agencies, on major purchases;
- * provide current information to above groups of changes in the market place in prices, products and services.

1994 COMPARATIVE STATEMENT OF ESTIMATES **— TREASURY —**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
Expenditures				
<u>Finance Division</u>				
Administration	437,790	420,291	431,870	432,210
Stenographic	185,014	182,231	188,090	188,680
Budgets, Subsidies & Cash Management	201,971	197,973	197,350	198,010
Payroll	209,889	208,707	208,070	213,040
Pensions	88,197	87,126	90,040	92,860
Accounts Payable	278,907	263,211	289,790	256,240
Accounting	366,589	333,545	355,310	355,080
Sundry Revenue	459,927	444,885	453,730	467,460
Parking Meters	49,074	43,761	44,670	0
Parking Violations	144,277	143,693	163,940	227,280
Taxation	726,751	749,043	765,040	710,100
Internal Control	53,812	51,045	52,580	69,050
	3,153,124	3,081,750	3,195,810	3,210,010
<u>Purchasing Division</u>				
Administration	223,737	218,953	247,670	225,510
Stores	145,332	142,031	143,260	146,790
	369,069	360,984	390,930	372,300
Total Expenditures	3,522,193	3,442,734	3,586,740	3,582,310

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– TREASURY –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Revenues</i>				
<u>Finance Division</u>				
Interest – Investments	1,215,090	1,556,501	1,400,000	1,100,000
Sundry Revenues	71,128	73,648	72,420	75,280
Parking Violations	0	0	0	78,000
Taxation	8,389,138	9,362,895	7,863,570	7,857,590
Total Finance Revenues	<u>9,675,356</u>	<u>10,993,044</u>	<u>9,335,990</u>	<u>9,110,870</u>
<u>Purchasing Division</u>				
Tender/Proposal Processing Fee	<u>0</u>	<u>20,564</u>	<u>10,500</u>	<u>15,000</u>
	0	20,564	10,500	15,000
 Total Revenues	 <u>9,675,356</u>	 <u>11,013,608</u>	 <u>9,346,490</u>	 <u>9,125,870</u>
 <i>Net Operations</i>	 <u>(6,153,163)</u>	 <u>(7,570,874)</u>	 <u>(5,759,750)</u>	 <u>(5,543,560)</u>

THE HAMILTON PUBLIC LIBRARY SYSTEM

The *Hamilton Public Library Board* is duly constituted as a corporation under the Public Library Act of Ontario, with the responsibility for the management and control of the Hamilton Public Library system. The Board is composed of eleven members appointed by the City of Hamilton. Two members are recommended by the Board of Education for the City of Hamilton, one member is recommended by the Hamilton-Wentworth Roman Catholic Separate School Board and two members are Aldermen for the City of Hamilton. The remaining 6 members are citizens appointed by the City. The Head Office is located at 55 York Boulevard, Box 2700, Station A, Hamilton, Ontario, L8N 4E4.

- The Library serves a population of 318,000 people. As well, the Central Library acts as the major resource library for the Hamilton-Wentworth Region which has a population of approximately 452,000.
- In addition to the Central Library, the Board operates 9 Branch Libraries, two Bookmobiles and a Visiting Library Service. In 1993, some 3,688,000 items were circulated, 643,000 information questions processed and programmes attracting an audience of 53,000 were conducted. As of September 1, 1993, the Library employed 198 full time and 37 part-time employees.

There are 8 major functions within the Library and their functions are as follows:

- ***Public Service Division***

Responsible for the circulation of materials, and responding to information queries, developing and maintaining collections and providing programmes, tours and outreach services

- ***Technical Support Services***

Acquires and processes materials, creates and maintains the bibliographic data base and retrieves overdue items

- ***Library Automated Systems Department***

Participates in developing policies and strategies for automation and assists in its implementation

- ***Administrative Offices***

Responsible for providing direction and support in all aspects of library functions

- ***Planning Department***

Responsible for the development and delivery of planning performance measures

- ***Business Office***

Responsible for property management and the administration of the financial affairs of the Library

- ***Personnel Department***

Deals with all functions related to labour relations, wage/salary and benefits administration, recruitment and the administration of personnel policies and procedures

- ***Public Relations Department***

Promote the purpose of the Library and to enhance its image.

The activities of the Library are best summarized by the mission statement which reads as follows: *"To serve as a resource which Hamiltonians value as a vital asset enhancing the quality of life."*

1994 COMPARATIVE STATEMENT OF ESTIMATES **– HAMILTON PUBLIC LIBRARY –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures</i>				
Central Library	11,464,268	11,214,602	11,279,000	11,295,570
Branch Libraries	4,342,356	4,625,024	4,535,460	4,487,060
Library Services	55,818	51,941	53,850	49,340
Grant Programs	206,664	411,551	0	0
Total Expenditures	<u>16,069,106</u>	<u>16,303,118</u>	<u>15,868,310</u>	<u>15,831,970</u>
<i>Revenues</i>				
Central Library – Municipal Contribution	14,334,065	14,295,667	14,354,970	14,354,970
Add: Unexpended Municipal Contribution *	2,475	59,303		
Central Library – Other	1,404,682	1,438,870	1,418,590	1,379,930
Branch Libraries	17,321	10,848	7,160	10,630
Library Services	104,270	87,360	87,590	86,440
Grant Programs	206,293	411,070	0	0
Total Revenues	<u>16,069,106</u>	<u>16,303,118</u>	<u>15,868,310</u>	<u>15,831,970</u>
<i>Net Operations</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

* Transferred to Reserve for Capital Projects – Library

***THE PARKING AUTHORITY
OF THE CITY OF HAMILTON***

The ***Hamilton Parking Authority*** was created through civic by-law and is charged with the responsibility of establishing and operating off-street and on-street parking in support of the commercial areas throughout the city.

The Board of Authority has objectives which are in support of the established business areas throughout Hamilton. In particular the Authority is very sensitive to the pressures placed on downtown merchants by the demands of the shopper and business person visiting the core of the City. The Authority attempts to meet these demands and others through the use of modern parking equipment, the provision of clean and safe facilities which are conveniently located, and by employing a very pleasant staff throughout all of its operations.

Some Relevant Statistics:

Number of Carparks: 59

Number of Spaces (off-street): 4,750

Number of Spaces (on-street): 1,760

Annual Budget: \$5,300,000

Number of Employees: 57

Number of square feet required on a carpark per
vehicle: 300

1994 COMPARATIVE STATEMENT OF ESTIMATES
— PARKING AUTHORITY —

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures</i>				
Administration	1,001,223	836,941	845,060	875,150
Permanent Facilities	1,591,852	2,109,116	1,822,980	2,166,150
Urban Renewal Lot	16,773	18,783	18,880	19,110
Underground Garage	1,177,869	1,129,630	1,407,930	1,329,350
On-Street Parking Facilities	108,202	73,123	60,560	57,800
Total Expenditures	<u>3,895,919</u>	<u>4,167,593</u>	<u>4,155,410</u>	<u>4,447,560</u>
<i>Revenues</i>				
Administration	214,015	203,237	197,550	195,150
Permanent Facilities	2,089,090	2,074,091	2,085,030	2,281,730
Urban Renewal Lot	34,823	40,965	37,000	41,200
Underground Garage	1,247,658	1,219,892	1,280,000	1,260,000
On-Street Parking Facilities	964,800	988,836	1,039,000	1,040,000
Total Revenues	<u>4,550,386</u>	<u>4,527,021</u>	<u>4,638,580</u>	<u>4,818,080</u>
<i>Surplus/(Deficit) prior to Debt Charges</i>	<u>654,467</u>	<u>359,428</u>	<u>483,170</u>	<u>370,520</u>
Debt Charges	(1,268,165)	(1,242,831)	(1,268,160)	(1,090,750)
<i>Net Operations — Transfer To Reserve</i>	<u>(613,698)</u>	<u>(883,403)</u>	<u>(784,990)</u>	<u>(720,230)</u>

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

The ***Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.)*** was incorporated by a special act of the Province of Ontario on December 18, 1985, to maintain, operate, manage, market and promote the Hamilton Place Theatre, the Hamilton Convention Centre, and the Victor K. Copps Trade Centre and Arena, as a social, cultural, educational and recreational facilities for the benefit of the City and the people of the City of Hamilton.

Included in H.E.C.F.I.'s Mission Statement are the following more detailed objectives:

- to maximize the use of the three facilities, while providing balanced and diversified programming for patrons in the greater Hamilton and surrounding areas

- via effective and efficient management to constantly work towards maintaining the subsidization by the Corporation of the City of Hamilton for the three facilities at or below the current rate of inflation
- to use the three facilities as the catalyst to attract people from outside the region, and as a consequence positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops, etc.

All of the foregoing are to be achieved while pursuing excellence of management and services.

In 1993 H.E.C.F.I. achieved the following milestones:

	Number of Event Days	Number of Events/Performances	Attendance
Hamilton Convention Centre	293	480	229,667
Hamilton Place (Great Hall)	162	161	210,863
Hamilton Place (Studio Theatre)	142	112	12,126
Copps Coliseum	130	122	698,108
<i>TOTAL</i>	<u>727</u>	<u>875</u>	<u>1,150,764</u>

1994 COMPARATIVE STATEMENT OF ESTIMATES
— HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. —

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures</i>				
Administration	218,136	218,380	235,190	344,87
Food And Beverage	2,415,359	2,185,967	2,582,920	2,151,58
Events Delivery	2,623,710	2,317,932	2,350,430	2,241,27
Building Operations	1,159,304	1,379,353	1,413,990	1,413,53
Marketing And Promotion	1,713,242	1,408,306	1,317,250	1,330,50
Administration – CEO/Board	374,722	434,114	355,470	329,80
Finance And Administration	1,393,647	1,469,306	1,344,510	1,294,04
Total Expenditures	<u>9,898,120</u>	<u>9,413,358</u>	<u>9,599,760</u>	<u>9,105,59</u>
<i>Revenues</i>				
Municipal Contribution	2,526,369	2,525,126	2,712,590	2,503,74
Add: Unexpended Municipal Contribution *	176,001	187,464	0	
Rentals, Licence Fees & Show Revenue	1,627,504	1,587,795	1,433,300	1,424,44
Other Rentals	374,441	366,893	355,580	386,45
Food, Beverage And Concessions	2,465,503	2,212,957	2,853,650	2,355,18
Recoveries	2,036,200	1,764,848	1,549,950	1,730,52
Other Revenue	692,102	768,275	694,690	705,26
Total Revenues	<u>9,898,120</u>	<u>9,413,358</u>	<u>9,599,760</u>	<u>9,105,59</u>
<i>Net Operations</i>	<u>0</u>	<u>0</u>	<u>0</u>	

* Transferred to Reserve for Capital Projects – H.E.C.F.I.

The **Public Works Department** is the largest of the City Departments, has a permanent staff complement of over 550 employees, and an annual operating budget in excess of \$45,000,000 (gross). There are five major service divisions within the Department: Administration, Cemeteries, Fleet Services, Parks and Streets and Sanitation.

Responsibilities by Section within the Division are as follows:

- **Administration**
 - Accounting, Payroll, Clerical and Administrative Assistants; handle an estimated 50,000 telephone inquiries, complaints and requests annually; process purchase orders and requisitions; process time sheets for over 450 employees daily; as well as provide clerical and administrative support for most of the senior management staff of the Department.
 - Driver Training and Safety - for safe operation of vehicles and equipment.
 - Claims - investigation of claims filed against the City.
 - Labour Relations and Project Co-ordination.
- **Cemeteries**
 - Administration, Operations, Care and Maintenance of 14 Cemeteries.
- **Fleet Services**
 - Acquisition and maintenance of the truck fleet and equipment utilized by three City Departments - this amounts to approximately 1,218 vehicles and major pieces of equipment.
- **Parks**
 - Development** - design and supervision of construction of all new parks and the Waterfront (Harbourfront) parkland.

PUBLIC WORKS DEPARTMENT

Parks cont'd

Maintenance - daily care and maintenance of approximately 160 City Parks including 660 hectares of land, 155 community baseball diamonds and 30 community soccer/football fields.

Forestry - care, maintenance and trimming of over 70,000 trees.

Beautification - operation of the Greenhouses at Gage Park, the MUM Show, floral planting in City parks and around City buildings.

Turf - maintenance of the Golf Courses - Chedoke (2-18 hole courses) and King's Forest (18 holes) and 4 lawn bowling clubs.

Facilities - maintenance and operation of the various Stadia and Major Sports Facilities including Ivor Wynn, Brian Timmis, Bernie Arbour, Victoria Park, Sackville Hill Park Stadia as well as Mohawk Sports Park and Globe Sports Park.

- ***Streets and Sanitation***

Streets - year-round maintenance, repair, cleaning and snow clearing of over 1,600 kms. of City streets and 1,800 kms. of sidewalks.

- cleaning of 20,000 catch basins.
- noxious weed control.

Sanitation - domestic garbage collection for each household once per week.

- domestic bulk garbage collection in conjunction with daily garbage collection.
- "apartment" bulk collection contracts

- ***Community Renewal***

- revitalization of parks, sidewalks, lighting, landscaping and streetscaping in older areas and business districts in the City.

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – CEMETERIES DIVISION –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures – Cemeteries</i>				
Administration/Operations	1,271,446	1,210,627	1,455,310	1,411,290
Burials, Removals, Dressing Graves, Care	539,890	524,278	461,220	453,180
Building Foundations and Setting Markers	47,848	46,177	45,130	44,340
Maintenance	950,750	832,204	873,670	862,350
Total Expenditures	<u>2,809,934</u>	<u>2,613,286</u>	<u>2,835,330</u>	<u>2,771,160</u>
<i>Revenues – Cemeteries</i>				
Administration	4,546	8,838	11,330	11,350
Burials & Removals, Foundations & Setting Markers	586,031	612,173	716,210	708,060
Sale of Land	232,779	307,124	333,060	328,410
Sale Of Niches	3,071	6,090	0	0
Care And Maintenance	208,332	186,313	160,000	175,000
Pre Need Assurance Fund	19,254	17,270	13,700	13,500
Total Revenues	<u>1,054,013</u>	<u>1,137,808</u>	<u>1,234,300</u>	<u>1,236,320</u>
<i>Net Operations</i>	<u>1,755,921</u>	<u>1,475,478</u>	<u>1,601,030</u>	<u>1,534,840</u>

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – PARKS DIVISION –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures – Parks</i>				
Administration	631,600	675,788	727,260	561,500
Park Maintenance	5,059,516	5,055,933	5,077,090	5,301,020
Lawnbowling And Golf Course	1,676,699	1,713,446	1,639,380	1,683,550
Horticultural	1,542,537	1,464,519	1,495,420	1,510,120
Development	152,984	169,217	171,600	190,550
Winter Operations	492,053	500,208	503,120	524,640
Special Projects Repair	23,849	14,979	16,320	8,320
Waterfront Development	67,237	81,568	72,110	80,250
Community Renewal	159,641	150,099	154,970	152,460
	<u>9,806,116</u>	<u>9,825,757</u>	<u>9,857,270</u>	<u>10,012,410</u>
<i>Revenues – Parks</i>				
Green House Operations	23,579	3,074	3,150	3,150
	<u>23,579</u>	<u>3,074</u>	<u>3,150</u>	<u>3,150</u>
<i>Net Operations</i>	<u>9,782,537</u>	<u>9,822,683</u>	<u>9,854,120</u>	<u>10,009,260</u>

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – STREETS AND SANITATION DIVISION –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures – Streets & Sanitation</i>				
Administration	1,706,286	1,472,754	1,556,230	1,116,710
District Yard Maintenance	1,014,724	1,024,419	945,160	970,270
Noise Control	84,059	155,704	94,040	111,200
Garbage Collection	5,433,473	5,521,687	5,461,810	5,162,370
Roadway & Sidewalk Maintenance	5,392,301	5,255,213	5,565,830	5,543,300
Winter Maintenance	3,539,362	3,653,450	3,024,920	4,194,380
Arborist	1,885,142	2,172,327	1,835,520	1,996,130
Maintenance – Various	48,800	42,177	51,400	53,620
Special Projects	55,002	72,444	92,210	95,390
Local Roads	1,992,387	2,117,433	2,186,200	2,079,500
Work Done For Others – Gross	1,632,869	2,065,204	0	0
– Net	(30,040)	(1,874)	0	0
Operating Variance	(163,211)	(59,314)	0	0
Total Expenditures	20,958,285	21,426,420	20,813,320	21,322,870
<i>Revenues – Streets and Sanitation</i>				
Administration	385,544	510,641	434,000	356,460
Weed Cutting/Snow Clearing Charged To Individuals	111,694	249,467	253,500	290,000
Roadway Tree Trimming	238,809	185,431	151,400	159,000
Total Revenues	736,047	945,539	838,900	805,460
<i>Net Operations</i>	20,222,238	20,480,881	19,974,420	20,517,410

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – FLEET SERVICES DIVISION –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
Expenditures				
Administration	501,845	442,410	539,030	473,140
Shop Expenditures	2,508,965	2,827,643	2,715,610	2,949,970
Shop Revenues	(2,373,018)	(2,751,949)	(2,956,310)	(3,140,410)
Vehicle Operations – Gross	82,302	59,127	93,550	57,270
– Net	7,643	38,550		
Public Works – Vehicle Operations – Gross	5,603,734	5,978,383	5,940,350	5,879,750
– Net	(316,201)	(513,171)	(298,330)	(337,700)
Traffic Department – Vehicle Operations – Gross	443,114	466,417	456,740	456,740
– Net	(44,510)	(43,154)		
Cemetery Division – Vehicle Operations – Gross	151,200	155,533	174,430	174,430
– Net	(22,130)	(25,053)		
Recreation Dep't. – Vehicle Operations – Gross	105,428	104,536	121,670	121,670
– Net	(11,330)	(17,134)		
Accident Recoveries – Auto Insurance Fund	(142,962)	(138,374)	0	0
Shop Revenues – Work Done For Others	(231,494)	(186,678)	0	0
Total Expenditures	(123,192)	(366,910)	0	(55,000)
Revenues				
Administration	50,576	13,618	34,810	0
Total Revenues	50,576	13,618	34,810	0
Net Operations	(173,768)	(380,528)	(34,810)	(55,000)

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – FLEET SERVICES DIVISION (CITY GARAGE) –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures – City Garage</i>				
Administration	201,593	204,142	219,450	173,750
Store Expenditures	472,832	430,468	432,980	436,950
Vehicles – Car Pool	646,529	610,171	640,630	589,990
Total Gross Expenditures	<u>1,320,954</u>	<u>1,244,781</u>	<u>1,293,060</u>	<u>1,200,690</u>
Store Revenues	(493,090)	(470,044)	(516,510)	(490,080)
Vehicle Rentals	<u>(797,576)</u>	<u>(710,515)</u>	<u>(776,550)</u>	<u>(751,940)</u>
Total Expenditures – Net	<u>30,288</u>	<u>64,222</u>	<u>0</u>	<u>(41,330)</u>
<i>Revenues – City Garage</i>				
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	
<i>Net Operations</i>	<u>30,288</u>	<u>64,222</u>	<u>0</u>	<u>(41,330)</u>

CULTURE AND RECREATION DEPARTMENT

The **Department of Culture and Recreation** is characterized as being:

The **Cultural Division** - represents two sections: museums and arts.

The **Recreation Division** - the program delivery section; encompasses the majority of the staff complement and ensures that quality services are provided through our recreation facilities and various community associations.

Mission Statement

"The **Department of Culture and Recreation** will contribute to the quality of life in the City of Hamilton by providing enhanced cultural and recreational opportunities for our citizens and visitors and our staff will provide responsive programs and services."

Our Goals

1. To support and develop volunteerism.
 2. To program and operate our facilities professionally.
 3. To optimize community resources.
 4. To communicate and educate.
 5. To forecast and evaluate on program needs.
-
- In general terms, the Department's operating budget is \$12 million with revenues of \$5 million.
 - The Department employs 500 FTE's (Full Time Equivalents) which includes 300 seasonal/part-time.
 - Culture and Recreation programs serve 20,000 members and attendances close to 2 million.
 - The Department works with over 200 sports and cultural groups, 25 Neighbourhood Rink Committees and 180 facility users groups.

The Facilities include:

- 12 Recreation Centres and Pools
- 3 Community Centres
- 8 Community Arenas & Skating Centre
- 1 Twin Pad Arena Complex
- 5 Museums
- 4 Senior Citizen Centres
- 2 Golf Courses
- 8 Outdoor Pools
- 1 Winter Sports Park
- 78 Playgrounds and Wading/Spray Pools
- 5 Day Camps

Along with co-ordinating:

- Tennis Courts, Bocce Courts, Lawnbowling Areas
- Allocating Baseball, Soccer, Football fields
- Canusa Games, Seniors District Games
- The Department plays host to many special events and activities and provides assistance with various festivals in staging their programs.
- Culture and Recreation is not only concerned with programming but community wellness and providing support for greater leisure opportunities and a healthier Hamilton.

**1994 COMPARATIVE STATEMENT OF ESTIMATES
– CULTURE AND RECREATION –**

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures – Recreation Division</i>				
Administration/Senior Citizen's Centres	1,898,353	1,902,671	2,004,600	1,820,880
Planning Events	360,264	311,523	340,720	300,860
Children's International Sports Games	41,056	42,316	50,000	50,000
Operations/Summer Programs/Active Living/ Special Needs/Rec. Services–Community	1,623,752	1,685,032	1,859,870	1,781,160
Arenas and Pools	2,497,096	2,342,842	3,136,070	3,123,630
District Centres	4,149,587	4,251,187	4,716,670	4,469,680
Chedoke Golf Club/Winter Sports Park	138,353	145,247	173,130	171,110
Kings Forest Golf Club	82,442	87,990	90,830	90,540
Canusa / Community Development Services	159,046	176,049	153,550	150,020
Total Expenditures	10,949,949	10,944,857	12,525,440	11,957,880
<i>Revenues – Recreation Division</i>				
Special Needs		10,072		
Senior Citizen's Centres	83,325	128,669	182,400	173,200
Recreation Services – Community	23,274	21,919	53,230	55,000
Arenas and Pools	1,032,119	1,102,720	1,560,320	1,766,940
District Centres	1,179,433	1,259,006	1,366,120	1,145,000
Chedoke Golf Club/Winter Sports Park	835,304	915,547	914,030	1,050,500
Kings Forest Golf Club	553,442	564,535	598,370	664,000
Ivor Wynne/Brian Timmis Stadiums	35,428	29,928	49,600	50,000
Tennis/Lawnbowling/Rental Community Centre	28,587	45,103	29,370	34,870
Major Park Facilities	121,029	118,128	109,140	114,900
Total Revenues	3,891,941	4,195,627	4,862,580	5,054,410
<i>Net Recreation Division</i>	7,058,008	6,749,230	7,662,860	6,903,470

1994 COMPARATIVE STATEMENT OF ESTIMATES
– CULTURE AND RECREATION –

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures – Culture Division</i>				
Dundum Castle	781,096	745,416	766,080	698,880
Hamilton Military Museum	183,174	179,000	192,390	190,830
Whitehern	221,285	208,984	228,250	223,900
Children's Museum	251,019	187,772	227,840	207,800
Steam Museum	217,718	206,779	211,700	211,800
Cultural Services	310,045	363,428	370,310	393,410
Grant Programmes/Arts Awareness	20,993	20,962	22,000	18,500
Total Expenditures	<u>1,985,330</u>	<u>1,912,341</u>	<u>2,018,570</u>	<u>1,945,120</u>
<i>Revenues – Culture Division</i>				
Dundum Castle	188,428	160,484	230,440	239,000
Hamilton Military Museum	16,811	16,297	13,000	13,000
Whitehern	9,620	10,009	11,250	10,250
Children's Museum	23,828	33,458	20,000	20,000
Steam Museum	16,747	18,176	15,400	13,000
Total Revenues	<u>255,434</u>	<u>238,424</u>	<u>290,090</u>	<u>295,250</u>
<i>Net Culture Division</i>	<u>1,729,896</u>	<u>1,673,917</u>	<u>1,728,480</u>	<u>1,649,870</u>
<i>Net Operations – Culture and Recreation</i>	<u>8,787,904</u>	<u>8,423,147</u>	<u>9,391,340</u>	<u>8,553,340</u>

THE HAMILTON & SCOURGE PROJECT

Hamilton and Scourge are two armed merchant vessels from the War of 1812 which capsized in a squall on August 8, 1813. Discovered in 90 metres of water off Port Dalhousie, Ontario, their identities were confirmed in 1975 as was their nearly perfect state of preservation. It was then understood that Hamilton and Scourge are the most perfectly preserved wrecks of historical significance in the world.

Title was transferred in 1980 from the US Navy to the City of Hamilton. The City's intention is to raise and exhibit the vessels in a world-class museum: an international tourist attraction. Also in 1980, Jacques Cousteau viewed Hamilton, and both vessels were part of a National Geographic Society/Hamilton-Scourge Project Survey in 1982.

Dives on the vessels were conducted during April and May 1990 as part of the Jason Project, a science-education endeavour. Data was beamed off a satellite and brought down in 14 museums across North America. 250,000 school children participated using a curriculum published by the National Science Teachers Association drawing heavily on material and input from Hamilton-Scourge Project Staff.

The Hamilton-Scourge Project Staff are presently assessing the data collected during the Jason Project through a new high tech data base management system to predetermine the foreseeable future relative to recovery.

	1992 Actual	1993 Actual	1993 Estimate	1994 Estimate
Total Expenditures	<u>\$135,534</u>	<u>\$66,135</u>	<u>\$124,410</u>	<u>\$95,150</u>

BUILDING DEPARTMENT

The purpose of the ***Building Department*** is to service the public and to establish and maintain, through quality control in the framework of existing legislation, the minimum level of a safe, healthy and enjoyable living and working environment as laid out in the codes and by-laws under our jurisdiction.

The Department consists of four distinct divisions, with a total of approximately 90 staff members. Among our staff, there are various Professionals, Customer Service Representatives, Plan Examiners, Field Inspectors, Support Staff, Administrative and Management staff, all of them with different expertise and skills to serve the residents and business communities in our City.

- ***Customer Services Section***

Answers all inquiries from the general public, contractors, developers, architects, engineers, lawyers, real estate agents, etc. by telephone or by talking to the customers in person, regarding the interpretation of the zoning and building regulations. Processes the building permit application and ensures that all plans submitted with a permit application conform with applicable regulations and by-laws, such as, the Ontario Building Code, Hamilton Zoning By-laws, etc.

- ***Field Services Section***

Conducts progressive field inspections to ensure that the projects, or the buildings, are in compliance with the approved plans, the Ontario Building Code, Hamilton Zoning By-Laws, Ontario Plumbing Code and other relevant by-laws. The Division also enforces other Hamilton local by-laws, such as Property Standards By-Law, the Backyard By-Law, etc.

Field Services cont'd

The Inspectors also investigate unsafe buildings and ensure that proper corrective steps are taken. When necessary, the Inspector issues "Order to Comply" or "Stop Work Orders" and initiates legal action to force compliance with the by-law requirements as specified per the Order issued.

- ***Housing and Loans Division***

Administers rehabilitation loan and grant programmes funded by the Federal and Provincial Governments. At the present time, the Loans Division is implementing eighteen (18) different programmes, as well as administering several loan and grant programmes for the Town of Dundas and the Township of Flamborough.

Administers the Municipal Non-Profit (Hamilton) Housing Corporation, and the Hamilton Housing Company Limited which develop and provide affordable rental housing utilizing Federal and Provincial programs. The current portfolio of funded units totals 761 units.

- ***Committee of Adjustment***

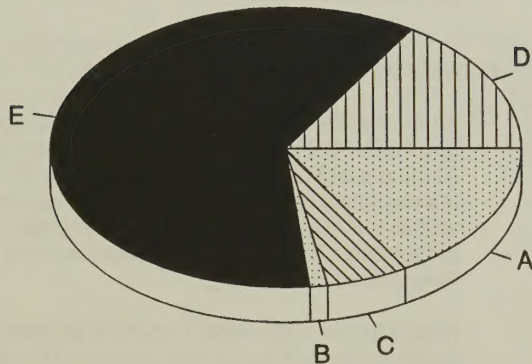
Deals with minor variances from requirements of the Hamilton Zoning By-Law.

BUILDING DEPARTMENT

1993 Statistics

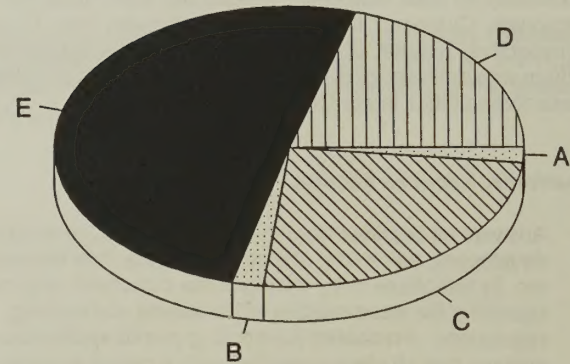
Total Construction Value \$171.2 million

Total Permits Issues 2,599



Breakdown By Number of Permits Issued

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Miscellaneous	432	16.6%
B	Industrial	31	1.2%
C	Institutional	146	5.6%
D	Commercial	415	16.0%
E	Residential	<u>1,575</u>	<u>60.6%</u>
		<u>2,599</u>	<u>100.0%</u>



Breakdown By Construction Value (000's)

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Miscellaneous	3,046	1.8%
B	Industrial	3,664	2.1%
C	Institutional	42,936	25.1%
D	Commercial	34,828	20.3%
E	Residential	<u>86,714</u>	<u>50.7%</u>
		<u>171,188</u>	<u>100.0%</u>

1994 COMPARATIVE STATEMENT OF ESTIMATES
— BUILDING —

<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
<i>Expenditures</i>				
Administration	598,723	612,626	716,790	690,710
Engineering, Zoning & Counter Services	1,264,410	1,219,381	1,351,790	1,429,700
Inspection Services	2,165,503	2,027,882	2,080,180	2,113,480
Loan Services	244,870	269,323	322,170	306,170
Trade Licence Function	<u>158,015</u>	<u>158,015</u>	<u>181,510</u>	<u>158,730</u>
 Total Expenditures	 <u>4,273,506</u>	 <u>4,129,212</u>	 <u>4,470,930</u>	 <u>4,540,060</u>
<i>Revenues</i>				
Administration	10,275	398	500	500
Engineering, Zoning & Counter Services	1,832,173	2,390,581	2,174,500	2,448,250
Loan Services	217,612	179,286	280,000	190,000
Trade Licence Function	<u>127,486</u>	<u>81,372</u>	<u>78,600</u>	<u>80,000</u>
Total Revenues	<u>2,187,546</u>	<u>2,651,637</u>	<u>2,533,600</u>	<u>2,718,750</u>
<i>Net Operations</i>	<u>2,085,960</u>	<u>1,477,575</u>	<u>1,937,330</u>	<u>1,821,310</u>

PLANNING AND DEVELOPMENT DEPARTMENT

The *Planning and Development Department* provides land use planning services to the City of Hamilton. The Department's expertise covers all facets of municipal planning. Extending from long-range to current planning activities, the Department is responsible for:

- the formulation of long-range planning objectives and policies through the Official Plan, Secondary or Neighbourhood Plans, and related studies to guide growth while managing the natural, historic and architecturally significant attributes of the municipality.
- the implementation of these policies and plans through Zoning By-Laws, Site Plans, and Land Division to maximize a high standard of urban design and energy efficiency in the development of the municipality.

The Planning and Development Department is primarily engaged in:

- administering the City's Official Plan; developing and administering Neighbourhood Plans; formulating/co-ordinating the City's Strategic Plan
- representing the City's planning interests on special purpose committees and before hearing tribunals
- undertaking and implementing long-range policy studies

- processing zoning applications and site plan control applications, commenting on applications to the Committee of Adjustment, Land Division Committee and Niagara Escarpment Commission
- preparing and/or reviewing draft Zoning By-Laws
- conducting research and providing input on development and land use regulation matters
- designating buildings of architectural/historic significance and heritage conservation districts
- implementing the Heritage Fund Programme
- assisting the Urban Design Committee through the preparation of special studies
- providing information services to the public on land use planning, statistical and related matters

During 1993, the Planning and Development Department:

- processed 62 rezoning applications; processed 47 site plan applications; processed 4 Official Plan amendments
- commented on 265 applications to the committee of Adjustment, Land Division Committee and Niagara Escarpment Commission
- answered over 17,700 public inquiries on land use planning, statistical and related matters.

Description	1992 Actual	1993 Actual	1993 Estimate	1994 Estimate
Expenditures				
Purchased from the Region	\$1,957,488	\$1,918,342	\$1,995,090	\$1,946,750
Total Expenditures	\$1,957,488	\$1,918,342	\$1,995,090	\$1,946,750
Revenues				
Total Revenues	0	\$109,827	\$158,310	\$158,790
Net Operations	\$1,957,488	\$1,808,515	\$1,836,780	\$1,787,960

TRAFFIC DEPARTMENT

The ***Traffic Department*** of the City of Hamilton consists of Administrative, Operations, Planning and community Traffic Services Divisions.

- ***Administrative Division (Staff of 6)***

- Provides the stenographic, clerical, payroll, accounts payable and accounting functions for the Department.
- Receives and answers inquiries from the public, other departments and elected officials.
- Issues 1,900 on-street parking permits annually, in accordance with City By-laws.
- Co-ordinates staff training.

- ***Operations Division (Staff of 60+ to 80+, depending on season)***

- **Traffic Signals** - install, maintain and operate over 330 traffic signals on all roads in the City and Region.
- **Traffic Signs** - manufacture and install over 17,000 new traffic signs annually, and maintain existing traffic signs on all roads within the City, and on Regional roads outside the City. Signs are also manufactured for supply to other departments, agencies and area municipalities.
- **Pavement Markings** - install and maintain in the City, and on Regional roads outside Hamilton over 1,500 kilometres of crosswalk lines.
- **Engineering Services** - provide designs for new and revised traffic signals, signs and roadway markings. Analyze and improve signal settings; act to reduce motor vehicle collisions and improve safety. Review "functional" and "geometric" design proposals for the Regional Engineering Department.

- **Design and Drafting Services** - provide Committee displays; City and Region sign, signal, pavement marking and parking meter installation drawings.

- ***Planning Division (Staff of 10)***

- Review and provide technical transportation analysis of applications related to land development or use, such as zoning, land division, site plans and neighbourhood design.
- Review and analysis of City and Regional policies with respect to transportation issues such as Official Plan and modifications to the Zoning By-law.
- Processing and analysis of approximately 8,000 motor vehicle collision reports annually for the Hamilton-Wentworth Region. Record information is committed to a computerized storage/retrieval system. An annual report summarizing collision statistics and trends is produced.
- Provide traffic expertise to all City and/or Regional transportation studies.
- Conduct traffic studies such as traffic counts, delay studies, through traffic studies, speed studies and others to provide information for the needs of all City and Regional Departments respecting traffic movement.

- ***Community Traffic Services Division***

- **School Crossing Guards (Staff of approximately 200)**
- Provide school crossing services for the Area Municipalities of Hamilton, Stoney Creek, Dundas, Ancaster and Flamborough.

Traffic Department cont'd

- **School Crossing Guards cont'd** - Conduct technical studies to determine whether or not school crossing guards are required at specific locations for five Area Municipalities within the Region.
- **Legislative/Driveway Section (Staff of 4)** - Investigate and prepare approximately 400 reports each year for the City's Transport and Environment Committee and the Region's Transportation Services Committee respecting changes to various Traffic by-law regulations and traffic control devices.
- Administer the time limit exemption and "permit parking" programs for local residential streets within the City, including the issuance of approximately 1,900 permits each year.
- Conduct telephone and written surveys of residents respecting the implementation of "Permit Parking" and "Time Limit Parking" regulations on local residential streets in Hamilton.
- Review and recommend approval or denial of all boulevard parking applications - approximately 500 applications annually.
- Review and issue driveway approach approvals authorizing access from private property to all the public highways for all major developments.
- Administer the City and Regional Traffic By-laws including the preparation in Bill form of over 50 By-law amendments each year.
- Attend public meetings to provide information and answer inquiries respecting various traffic and parking issues.
- Investigate and take appropriate enforcement action respecting visibility obstructions at intersections.
- **Parking Control (Staff of 47)** - Provide enforcement of all on and off-street parking regulations in the City.
- Recommend and approve signing of private properties for parking enforcement purposes.
- Prosecute parking violations in court for five Area Municipalities and the Region.

1994 COMPARATIVE STATEMENT OF ESTIMATES **– TRAFFIC –**

Description	1992 Actual	1993 Actual	1993 Estimate	1994 Estimate
Expenditures				
Administration	762,730	756,121	754,670	767,550
Design & Engineering – Gross	544,492	532,059	545,140	558,970
– Net	202,269	193,104	203,110	207,270
Traffic By-law Enforcement	1,847,628	1,980,450	2,014,160	2,204,450
Neighbourhood Watch	1,311	8,245	4,000	4,000
School Crossing Guards – Gross	1,207,666	1,263,794	1,274,860	1,248,990
– Net	1,118,659	1,180,628	1,177,660	1,200,650
Area Municipalities – School Crossing Guards	185,716	94,176	291,130	140,650
Outside Activities – Recovered From Inventory	312,039	334,392	424,590	493,570
Outside Activities	1,609,946	1,558,392	1,636,480	1,510,320
Work Done For Others – Gross	334,799	348,395	349,600	335,500
– Net	(22,548)	(5,430)	(17,480)	(16,790)
Total Expenditures	5,519,995	5,671,510	5,772,600	5,877,450
Revenues				
Administration	231,840	231,840	255,990	256,500
Traffic By-law Enforcement	3,250,288	3,250,288	3,385,790	4,158,170
Front Yard Parking / On-Street Parking	66,889	66,889	75,550	91,800
Boulevard Parking	36,253	36,253	37,050	37,950
Approach Approvals/Private Parking Lots	4,403	4,403	6,020	5,570
Total Revenues	3,589,673	3,589,673	3,760,400	4,549,990
Net Operations	1,930,322	2,081,837	2,012,200	1,327,460

LOCAL ROADS - BY REGION

The **Roads Department** of the Regional Municipality of Hamilton-Wentworth administers **Local Roads and Engineering Services** for the City of Hamilton.

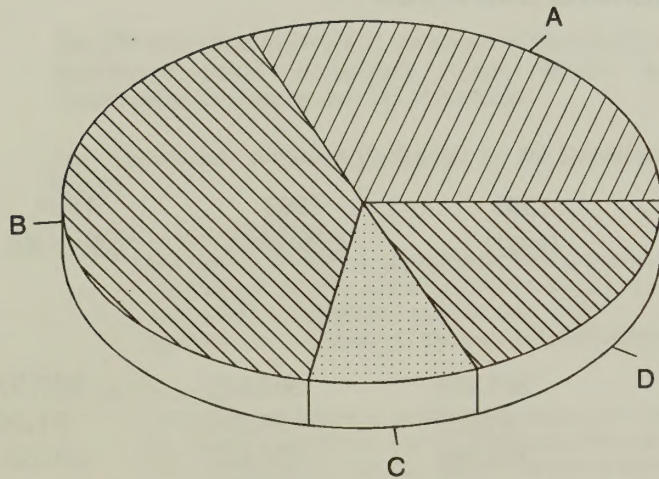
The projects and programs performed by the Department include:

- **Development Control**
 - Processing severance applications, draft plans, fee applications, grading plans, neighbourhood plans, Committee of Adjustment applications, NEC applications, Engineering Drawings of Subdivisions.
- **Encroachments**
 - Process Encroachment and Outdoor Boulevard Cafe Agreements, establish user fee schedules, enforce the City Streets By-law, co-ordinate the use of road allowance for special events.
- **Bridge Maintenance**
 - Routine bridge rehabilitation and maintenance.
- **Railway Crossings and Safety (cost sharing arrangements specifically outlined by the National Transportation Agency of Canada)**
 - Signal maintenance - hardware maintenance at crossings with automatic protection.
 - Infrastructure maintenance - pavement maintenance at asphalt/rubber railway crossings.
- **Legal Surveys and Services**
 - Legal surveys requested by City Departments, providing topographical and property information to clients.
- **Electrical Services**
 - Electrical services related to decorative street lighting.
 - Design of central heating and air conditioning systems.

1994 COMPARATIVE STATEMENT OF ESTIMATES
– LOCAL ROADS AND ENGINEERING SERVICES –

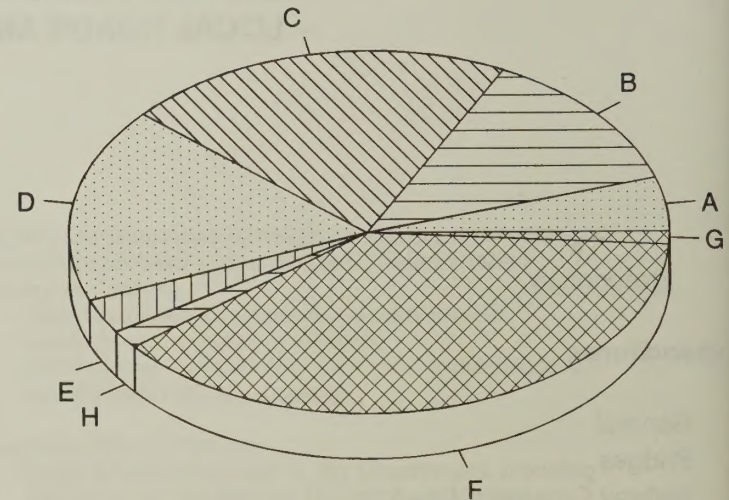
<u>Description</u>	<u>1992 Actual</u>	<u>1993 Actual</u>	<u>1993 Estimate</u>	<u>1994 Estimate</u>
Expenditures				
General	365,400	367,970	367,970	367,970
Bridges	90,819	44,389	91,000	91,000
Railway Crossings & Safety	106,996	112,584	190,000	165,000
Legal Surveys	161,717	156,866	152,250	152,250
Street Lighting – Hydro Costs	9,642	4,924	55,000	60,000
Total Expenditures	<u>734,574</u>	<u>686,733</u>	<u>856,220</u>	<u>836,220</u>
Revenues				
Overload Permit Fees	1,914	2,021	2,000	2,030
Inadvertent Encroachment Fees	15,206	16,530	19,370	19,370
Other Encroachment Fees	21,806	19,933	24,300	24,300
Total Revenues	<u>38,926</u>	<u>38,484</u>	<u>45,670</u>	<u>45,700</u>
Net Operations	<u>695,648</u>	<u>648,249</u>	<u>810,550</u>	<u>790,520</u>

CITY OF HAMILTON SHARE OF REGIONAL ESTIMATES



Sources Of Revenue

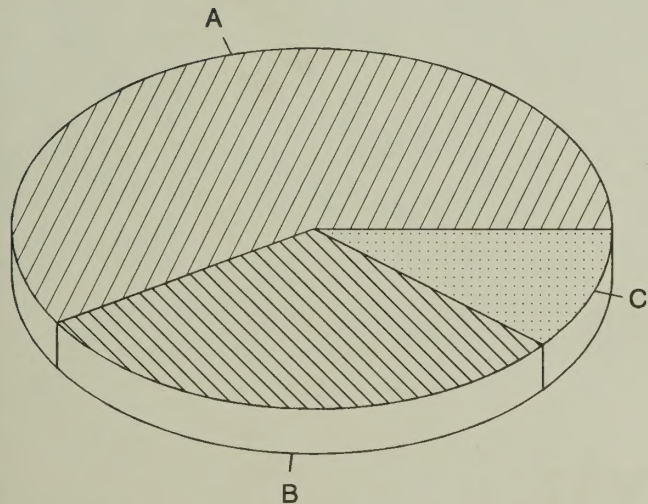
Key	Particulars	Amount	% of Total
A	Taxation		
	Levy	115,232	28.5%
	Supplementary Taxes	1,141	0.3%
	Payments—In—Lieu Of Taxes	7,698	1.9%
	Special Assessments	1,804	0.4%
		125,875	31.1%
B	Provincial Grants	165,762	41.0%
C	Water and Sewer Rates	37,034	9.1%
D	Other Revenues	76,342	18.8%
		405,013	100.0%



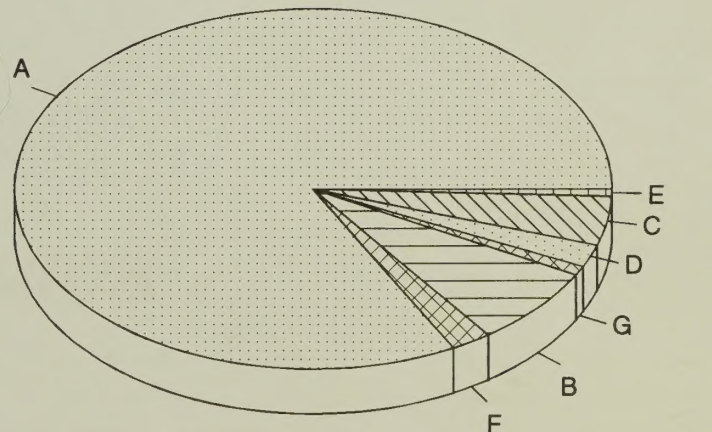
Purposes For Which Expended

Key	Particulars	Amount	% of Total
A	General Government	19,414	4.8%
B	Protection to Persons & Property	51,260	12.7%
C	Transportation Services	84,977	21.0%
D	Environmental Services	70,621	17.4%
E	Health Services	12,633	3.1%
F	Social and Family Services	154,686	38.2%
G	Recreation and Cultural Services	4,780	1.2%
H	Economic Development & Planning	6,642	1.6%
		405,013	100.0%

CITY OF HAMILTON SHARE OF BOARD OF EDUCATION ESTIMATES



Key	Particulars	Amount	% of Total
A	Taxation		
	Levy	155,990	56.2%
	Supplementary Taxes	1,786	0.7%
	Payments—In—Lieu Of Taxes	2,838	1.0%
	Special Assessments	2,459	0.9%
		163,073	58.8%
B	Provincial Grants	83,625	30.1%
C	Other Revenues	30,694	11.1%
		<u>277,392</u>	<u>100.0%</u>



Key	Particulars	Amount	% of Total
A	Salaries, Wages & Employee Benefits	229,650	82.8%
B	Energy, Consumables	19,709	7.1%
C	Capital, Chargeback of Taxes	12,278	4.4%
D	Fees and Contractual Services	5,644	0.6%
E	Computer Equipment Rentals	1,697	2.0%
F	Transportation and Insurance	6,081	2.2%
G	Debt Charges	2,333	0.9%
		<u>277,392</u>	<u>100.0%</u>

City of Hamilton

1994 Budgets

1994-2003

CAPITAL BUDGET

Introduction

It is with pleasure that we present the Capital Budget Program for the ten year period 1994 to 2003 inclusive, as approved by City Council Tuesday, March 29, 1994. The Capital Budget Sub-Committee along with the Management Team should be commended for the manner in which they approached the finalization of the fortieth consecutive Capital Budget under the direction and guidance of the Standing Committees of Council and the Committee of the Whole.

The Sub-Committee met throughout the year to discuss capital budget issues and recommend the provisional Capital budget to the Committee of the Whole and City Council.

The Sub-Committee in recommending this Capital Budget has reinforced past policies of controlling capital expenditures, while ensuring that the City has the financial capability to provide the physical, social and cultural facilities necessary for the progress of the City of Hamilton.

With the approval of the Standing Committees and the Committee of the Whole, Management Team completed a review of the 1994-2003 Provisional Capital Budget Program. It considered a number of options and alternatives in recognition of the difficult economic times and the Committee of the Whole's directives regarding current budget impacts.

During the present economic times, it is difficult to maintain the upfront financing of capital projects vis-a-vis the three mill capital levy, due to competing mill rate pressures and the desire for minimal tax increase. It is also important to limit debt financing which commits the City to future debt charges and limits future Current Budget flexibility.

The debenture cost of all the preliminary capital projects

received from the City Departments and Local Boards would have resulted in debt charges averaging 15.6% of the levy (as opposed to the previous years' 11.9%). The challenging assignment for this Capital Plan was to control debt charges while providing required capital improvements. The proposed plan meets these objectives while maintaining a 0% increase in debt charges for the next two years of the plan.

As previously noted to the Committee of the Whole, Management Team identified a number of primary or corporate issues that were emphasized during the Capital Budget development and review.

- **The Corporate issues that were addressed include:**

Guidelines for Capital projects:

In order to qualify for capital budget consideration, projects must contribute to at least one of the following guidelines:

- Strategic Direction (Image of the City, Quality of life)
- Public/Employee Safety/Liability - Corporate
- Legislated by Senior Levels of Government
- Needs Analysis/Feasibility Study (Demand, Equity, Cost/Benefit)
- Economic Development

A higher priority was placed on projects with the following criteria:

- (i) Create jobs in the private sector;
- (ii) Are labour intensive;
- (iii) Maintain existing municipal roads, buildings, or other basic municipal infrastructure requirements;
- (iv) Reduce ongoing staffing and/or resources requirements for the Corporation.

• ***Criteria used for Priority Ranking of Projects***

The Management Team ranked all City capital projects, using the following criteria. This ranking formed the initial basis for the 1994-2003 Provisional Capital Budget:

First Priority:

- (i) Legislated
- (ii) Public/Employee - Health & Safety
- (iii) Maintain Existing Municipal Roads, Buildings or Other Basic Municipal Infrastructure requirements

Second Priority:

- (i) Business Criteria - Reduced ongoing operating costs (staffing and/or resources requirements) for the City
- (ii) External Funding - Include new Federal/Provincial or other external funding
- (iii) Are labour-intensive and produce jobs in the Private Sector

• ***Operating and Financing Costs of Capital projects:***

Major emphasis was placed on the impact on the Current Budget. As a result certain Capital projects were delayed and deferred.

• ***Pay-As-You-Go-policy:***

Last year's plan provided for a 3 mill capital levy in 1994 increasing to 4 mills in 1995 and to 6 mills by 1997. This year's parameter was revised to a \$2.2 million capital levy in 1994 (same as 1993), 3 mill capital levy in 1995, 4 mill capital levy in 1996, 5 mill capital levy in 1997 and a 6 mill capital levy in 1998 onward. This was necessary to respond to financial pressures

resulting from the Provincial Social Contract and Expenditure Control Plan and 1994 current budget increases, given other current budget expenditure priorities.

• ***Debt Charges:***

This year's plan limits debt charge commitments for the City to below the prior plan's levels. Debt charges will be reduced in 1994 by \$1,393,000 in comparison to 1993 with the help of savings from the Sinking Fund Debenture Surplus, even after providing for a \$22,308,000 net City Capital Budget expenditure for 1994 (excluding the Parking Authority and Canada/Ontario Infrastructure Works) and the recent \$12,220,000 City debenture issue.

The debenture cost of all the preliminary capital projects received from City Departments and Local Boards would have resulted in debt charges averaging 15.6% of the levy (as opposed to the previous years' approved level of 11.9%). The challenging assignment for this capital plan was to control debt charges while providing for the required capital improvements. The proposed plan meets these objectives while reducing the 1994 debt charge by \$1,393,000 and maintaining a 0% increase in debt charges for the next two years of plan, with an average compound rate of 1.755% increase during the ten year period of the Capital budget. To accommodate front end financing of certain prioritized projects, the assumed timing of debentures issued were delayed for one year. Temporary financing of these projects will be accommodated through unexpended capital financing until debt issuance. The Reserve for Debt Charges will also be used to smooth year-to-year fluctuations in the provision of debt charges.

• ***New procedures in relation to O.M.B. approval and Annual Debt repayment limit:***

As of January 1, 1993, a municipality may borrow and undertake financial obligations that extend beyond the present

**Joint Report of the Chief
Administrative Officer and Treasurer**

- **New procedures in relation to O.M.B. approval and Annual Debt repayment limit - cont'd:**

term of Council without Ontario Municipal board approval, as long as it does not exceed its prescribed annual repayment limit. The annual repayment limit is calculated using a formula based on a principle that annual payments relating to debt charges and other related financial obligations should not be more than 20% of revenue fund expenditures as reported in the Financial Information Return.

The present limit established for the City of Hamilton is \$37,029,900 in annual debt charges and financial obligations based on the 1992 Financial Information Return. Presently, the City's debt charges are projected to be \$15,206,000 in 1994, demonstrating that City debt levels are well below allowable O.M.B. limits.

Reviewed the overall "size" of the ten year plan versus overall capital financing availability.

- **Reserve for Development Charges:**

Due to a significant decline in projected development charge revenue, projects requiring development charge funding have been significantly curtailed. The timing of the introduction of growth-related projects should be reviewed annually based upon community growth rates and the availability of projected development charge funding.

As the City's Development Charge By-law remains under appeal, no spending from that reserve fund has been authorized pending resolution of that appeal or the passage of a new by-law. Usage of this reserve for 1995 and after is therefore recommended.

- **Reserve for 5% Park Development**

At present the reserve has a balance of \$3.58 million and is expected to recover \$1.0 million each year. Based on these assumptions the Management Team has allocated \$200,000 for the first five years and \$100,000 for the next five years for Playstructures as requested. The park development and the redevelopment were maintained at \$587,000 as requested for 1994 with future requests reduced to \$600,000 each year; park acquisitions were reduced to \$400,000 each year to stay within the funding level. It should be noted that the City has Parks Credits (i.e. excess 5% above Land Dedication required by the developer) and has a liability at an estimated \$4.0 million which can be drawn by developers at their request.

- **Projects with Subsidy and Receipts:**

A policy has been established (Item 2 of the TWELFTH Report of the Finance and Administration Committee adopted by Council 1993 May 25) as follows:

"(a) That a policy be established where the budget for a capital project include a subsidy, donation, cost sharing or an allocation of funding from an outside source, the project will proceed only upon receipt of a definite commitment to that external funding to the satisfaction of City Council; and,

(b) That the City Treasurer be directed to apply any unbudgeted grant or other funding received from an external source, for projects previously approved by City Council, towards the financing of those projects and reduce the authorized financing of those projects and reduce the authorized financing from reserves or debentures accordingly, and further that these unbudgeted receipts not be used to increase the gross cost of the project; and,

Comparison of Capital Budget to Prior Year's Level and to Proposed Financing:

Department	Recommended Submission	Net Budget
	1993 - 2002	1994 - 2003
Information Systems	\$ 439,000	\$ 569,000
Housing Department	1,339,000	1,389,000
Human Resources Centre	500,000	500,000
Property	27,487,000	32,406,000
Hamilton Society for the Prevention of Cruelty to Animals	2,500,000	2,500,000
Fire	13,253,000	7,298,000
Roads	14,707,000	15,544,000
Traffic	531,000	608,000
Public Works: Local Roads	64,183,000	65,851,000
Public Works: Streets Division	5,330,000	3,431,000
Culture and Recreation	19,195,000	26,050,000
Public Works: Parks	17,577,000	23,166,000
Hamilton Entertainment & Convention Facilities Inc.	3,663,000	5,070,000
Hamilton Public Library	1,252,000	706,000
Parking Authority	30,100,000	15,900,000
Planning & Development	1,145,000	—
Public Works: Community Renewal	4,500,000	6,843,000
General Contingency	5,000,000	5,000,000
Total Recommended	212,701,000	212,831,000
Projects not required	1,061,000	3,038,000
Projects for future consideration - No specific funding recommended (Outside Ten Year Plan) Growth-Related Projects	37,821,000	26,237,000
Other	46,262,000	58,869,000
Total	297,845,000	300,975,000

City of Hamilton

1994 Budgets

- Projects with Subsidy and Receipts - cont'd:**

(c) That any exception to (a) and (b) noted above be forwarded to the Capital Budget Sub-Committee and Management Team for review and recommendation for consideration by the Finance and Administration Committee."

- Financial Impact of Capital Budget:**

The Capital Budget and Forecast as approved, do not include provision for the projects identified for Infrastructure Program funding. It is important to identify that these projects are indeed incremental to the City's regular 1994 Capital Budget Program. For that reason, a separate funding approval for those projects was sought and obtained.

Debt Charges as an Average % of Adjusted Municipal Levy

	<u>1993-2002</u>	<u>1994-2003</u>
First Draft	14.5%	15.6%
Final Draft	11.9%	12.2%

Average Compound Rate of Increase in Debt Charges over Prior Year

	<u>1993-2002</u>	<u>1994-2003</u>
First Draft	7.8%	4.6%
Final Draft	2.7%	1.8%

Joint Report of the Chief Administrative Officer and Treasurer

- Projects of note within the recommended Capital Budget and Forecast**

Riverdale Recreation Center

The Director of Property was previously authorized by City Council to retain the services of a consultant(s) to carry out a feasibility study for the development of the Lake Avenue Seniors' Drop-In Centre/Riverdale East Recreation Centre, up to a maximum funding of \$60,000. It is projected that this feasibility study will be completed during 1994 for presentation to Committee at that time.

A provision of \$500,000 for the design of the Riverdale Recreation Centre has been included in 1994 and a provision for construction has been provided in the 1995 forecast in order to allow this project to proceed in an orderly fashion. The projected annual debt charges for the design and construction amounts to \$752,000 and net operating costs of \$540,000 (i.e. total annual cost \$1,292,000) for this facility.

H.E.C.F.I. Projects

It is recommended that all H.E.C.F.I. projects be funded from their Reserve for Capital Projects. Future implementation of their projects will depend on the availability of funding from their Reserves and Reserve Funds, although based upon a likely forecast, all their projects until 1997 can likely be accommodated by anticipated fund balances.

Hamilton Public Library

The Automated Collection Development - Phase VI project in 1994 in the amount of \$153,000 is financed from the Library Reserve for Capital Projects.

Mill Rate Impact of Capital Budget (without Infrastructure Works):

Year	Capital Budget Financing			Current Budget Financing	
	Debt Charges (000's)	Capital Levy (000's)	Total (000's)	Residential Mill Rate	Operating Cost (000's)
1994	\$15,206	\$2,200	\$17,406	16.1593	\$ (380)
1995	15,206	3,302	18,238	16.9317	819
1996	15,206	4,063	19,269	17.8889	188
1997	15,664	5,105	20,769	19.2814	109
1998	16,133	6,156	22,289	20.6925	919
1999	16,617	6,187	22,804	21.1707	(873)
2000	17,116	6,218	23,334	21.6627	157
2001	19,283	6,249	25,532	23.7033	134
2002	21,722	6,280	28,002	25.9964	1,062
2003	19,753	6,312	26,065	24.1981	124

As seen from this table, the provisional plan forms a solid basis for capital financing into the future while controlling current budget impacts on a multi-year basis.

Parking Authority

The Parking Authority's 1994 projects include programs which will permit the continual upgrading of its carparks, the study and design of future facilities, and subsequent demolition and site preparation of newly acquired properties. All of the projects are financed from the Reserve for Off-Street Parking. Also, the Authority intends to undertake a study for a joint venture Parking facility in the southeast quadrant in 1997, a Board of Education site in 1999 and at City Hall in 2001. Due to cash flow implications of conventional debenture terms it is necessary to consider methods of debt financing for parking capital projects other than conventional debentures. Council recently approved such a proposal for financing of 1993 Capital Budget approved expenditures. Such arrangements through City loans instead of through debenture issues will also be considered for these future major expenditures.

Road Reconstruction Program

The assumed subsidy levels for the City's local road reconstruction program has been reduced from 32% in 1993 to 25% in 1994, based on consideration of the subsidy eligibility of the various types of works included within the reconstruction program.

The Hamilton Society for the Prevention of Cruelty to Animals (H.S.P.C.A.)

The H.S.P.C.A. project is for a \$5,000,000 expenditure funded 1/2 by the city and 1/2 through fundraising. The H.S.P.C.A. requested the funding for Headquarters in three years: 1994 - \$500,000, 1995 - \$750,000, and 1996 - \$1,250,000, to match projected fund raising. Public donations to the H.S.P.C.A. amounting to \$1.6 million in cash and pledges have been received as of October, 1993. The capital grant for the construction of the H.S.P.C.A. Headquarters in the amount of \$2,500,000 had been provided in 1997 in the 1993-2002 Capital Budget, consistent with the 1992-2001 Capital Budget provision of 1996 through 1998. It has now been advanced to 1995

to be consistent with H.S.P.C.A.'s project start date of May, 1995.

The H.S.P.C.A. project has now been considered as one of the Canada/Ontario Infrastructure Works Projects as authorized by Council on 1994 March 10th. Two-thirds of the eligible cost of \$4,800,000 would be funded by Canada/Ontario combined contribution, \$1,358,000 by H.S.P.C.A. out of their public contributions, and the balance would be funded by the City, amounting to \$242,000 from a reserve allocated for H.S.P.C.A. In addition the Society has already funded \$330,000 in costs incurred which are not eligible for the Infrastructure Program.

Services through Unsubdivided Lands

The financing of this project through the Reserve for Services through Unsubdivided Lands (One Foot Reserves) is limited and funding from this reserve is contingent upon the sale and recovery of One Foot Reserves. This project is therefore also being financed partly by the Reserve for Capital Projects. Such funding will however be monitored on an ongoing basis and should funds be generated within the Reserve, a recommendation will be brought forward to return the funds to the Reserve for Capital Projects.

Dundurn Castle Restoration

A provision in the amount of net cost \$1,726,000 (gross \$2,726,000 less a provincial subsidy of \$1,000,000) has been made in 1994 to complete the final phase of the extensive restoration project.

Arena/Pool Retrofit

As a result of a comprehensive analysis study that presents the need assessment, programming opportunities, etc. some projects were consolidated such as Parkdale Arena and outdoor pool (1994 Project), Inch Park Arena and outdoor pool (1994 Project), Coronation Arena and outdoor pool (1996 plan) and Eastwood Arena (2000 plan). Subsequently it was determined to delete the

Joint Report of the Chief Administrative Officer and Treasurer cont'd

Arena/Pool Retrofit - cont'd

outdoor pool components from the Capital Budget. The details of the project are outlined respectively as Project Nos. 108.0, 109.0, 116.0 and 121.0.

Property Purchase

The provision to acquire properties for civic use has been funded at a lower amount than requested in the 1994-2003 recommended plan. The 1994 provision amounts to \$190,000 and the future amounts are \$300,000 each year for the next six years and \$400,000 each year thereafter. The reduction in financing was part of a plan to increase funding for building maintenance projects throughout the 10 year period, consistent with the priorities previously described in this report.

Arts in Public Places

A provision has been made in 1994, 1995 and 1996 in the amount of \$120,000 each year as an allowance for the Art in Public Places Policy as approved by Council.

West Mountain Bocce Facility

Item 19 of the 8th Report of the Parks and Recreation Committee adopted by Council 1993 April 27th, includes the following:

(a) That the previously budgeted amount of \$123,000 within the West Mountain Twin Pad Arena and Community Centre Budget, be designated as "seed money towards the development of a future proposal for an indoor - West Mountain Bocce facility".

(b) That any Bocce proposal be subject to consideration during future Capital Budget processes and the development of a fundraising plan which would incorporate contributions from both private sector and senior levels of government."

By-Law No. 93-229 was approved by Council on 1993 November 9th and \$123,000 debenture proceeds were segregated from the West Mountain Twin Pad Arena to a separate Work-in-progress Account Centre No. CF709341017 for "Seed" money towards the development of a future proposal for an indoor - West Mountain Bocce facility. This report provides recommendations authorizing the use of these funds consistent with the project approval recently given by the Parks and Recreation Committee.

1994 General Contingency

A provision of \$500,000 has been made in the 1994 Capital Budget to accommodate any unforeseen increased cost of projects.

It may also be necessary to use this provision to assist with the implementation of current budget reduction packages or any unforeseen reduction in provincial subsidy allocation for capital projects.

Projects for Future Consideration - (Outside the Ten Year Plan)

There are twenty eight projects (Page 112) under this category. Four of these projects are growth-related and their timing is therefore dependent upon the rate of community growth and the rate of projected development charge receipts. In the case of the other projects, funding could not be accommodated within the recommended funding scenario. All of these projects will be reviewed annually and may be considered for advancement in future capital plans.

Canada-Ontario Infrastructure Works Program

On 1994 March 10th, Council approved the Canada/Ontario Infrastructure Works Program and authorized staff to make application for the projects listed on Schedule "D" as attached totalling \$21,107,000. Council also approved additional projects

Canada-Ontario Infrastructure Works Program - cont'd

listed on Schedule "E" totalling \$9,446,000 for further application should additional infrastructure funding become available.

It is recommended that the City share of costs for these projects be funded through the issuance of debentures, with two exceptions. The City's share of \$242,000 for the H.S.P.C.A. project is recommended to be funded from the Reserve for H.S.P.C.A. It is proposed that the City's share of the Trigeneration project be funded through a private partnership.

Total debenture funding required during the 10 year period is reduced by \$6,230,000, assuming that all of the priority projects receive the necessary approval. This reduction results from the additional subsidy the City will receive under the Infrastructure program. It is important to understand, however, that this reduction is achieved only if future net debenture financing requirements remain reduced. If additional projects are advanced because of the Infrastructure projects being advanced, this benefit may be largely offset.

While total debenture requirements for the ten year period are reduced, the timing of some debenture requirements is advanced. This results in earlier debt charge payments, but as seen on Schedule "C", the resultant debt charge levels remain affordable. The average annual compound increase in debt charges over the 10 year period will be reduced from 1.755% to 1.238%.

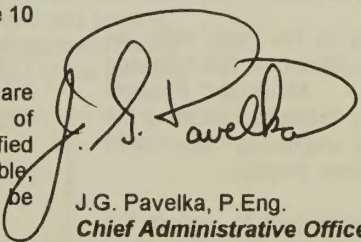
As reported at the last Committee of the Whole meeting, staff are proceeding with detailed applications for the preferred list of Infrastructure Projects. If portions of the project costs are identified as ineligible and/or additional program funding is made available, some amendment to the project list and/or its funding may be required.

Conclusion

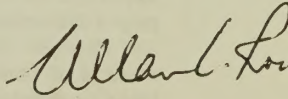
The 1994 Capital Budget and 1995-2003 Capital Forecast, as recommended, would result in the gross expenditure of \$289.7 million dollars over the ten year period with an estimated community job creation of 5,942 person years. Incorporating the Infrastructure projects, this total increases to \$298.5 million. This plan provides a contribution towards stimulating the economy without adverse long term effects on the tax rate. The total expenditure is financed by \$96.0 million from the reserves and capital levy, \$74.3 million from receipts, user fees and subsidies, \$14.1 million from Canada-Ontario Infrastructure contributions, \$3.5 million from Private Partnership contributions for the Infrastructure Program, and \$110.6 million from debentures for Municipal projects.

It should also be noted that the City of Hamilton is a major contributor to the Regional Municipality of Hamilton-Wentworth's "AA+" credit rating, and with the debt requirements of the proposed plan, the City's debt levels will remain substantially below the debt levels allowed by the O.M.B.

The projects contained in this Capital Budget, are within the financial capabilities of the City and represent a balanced program for the future planning and development of the City.



J.G. Pavelka, P.Eng.
Chief Administrative Officer



A.C. Ross
Treasurer

***Joint Report of the Chief Administrative
Officer and Treasurer cont'd***

***Recommendations Adopted by the Committee
of the Whole and City Council at its meeting
held 1994 March 29, in part states:***

(a) That the City of Hamilton 1994 Capital Budget and 1995-2003 Capital Forecast as outlined on Schedule Nos. "A" and "B" attached, representing the following financial parameters, be approved.

(i) the average debenture charges expressed as a percentage of levy be 12.23% for the 10 year period, in comparison to last year's approved parameter of 11.91% (City's established policy is a maximum of 12.5%), exclusive of Canada/Ontario Infrastructure Work Program.

(ii) an average 1.755% compound rate of increase per year in debenture charges, in comparison with the previous year's approved parameter of a 2.693% increase per year, exclusive of Canada/Ontario Infrastructure Works Program.

(b) That the provision for capital levy with specific reference to the "Pay-As-You-Go" policy, be maintained at the 1993 level of 2.2 million dollar provision in 1994, and be revised to a three mill capital levy in 1995, a four mill capital levy in 1996, and a five mill capital levy in 1997 and a six mill capital levy in 1998 onward.

(c) (i) That the projects starting in the year 1994 be approved for implementation as outlined on the following pages (Schedule "A" - Page 1 and 2 - Municipal Projects and Page 9 - the Parking Authority Projects) indicating the method of financing, and that the originating Department Head be directed to proceed with these projects.

(ii) That the City Solicitor be authorized to prepare the appropriate by-laws for those projects requiring debenture financing for approval of City Council.

(iii) That the Regional Municipality of Hamilton-Wentworth be requested to consent to the issuance of debentures for a term not to exceed twenty years as required for those Projects requiring debenture financing.

(d) (i) That the City's share of the Canada/Ontario Infrastructure Works Program (Item 1(a) of the THIRD Report of the Committee of the Whole adopted by Council 1994 March 10) be financed by the issuance of debentures for a term not to exceed twenty years, except the City's share of H.S.P.C.A. project, which is financed by the Reserve for H.S.P.C.A.

(ii) That the City Solicitor be authorized to prepare the appropriate by-laws for those Canada/Ontario Infrastructure Works projects requiring debenture financing for approval of Council; and

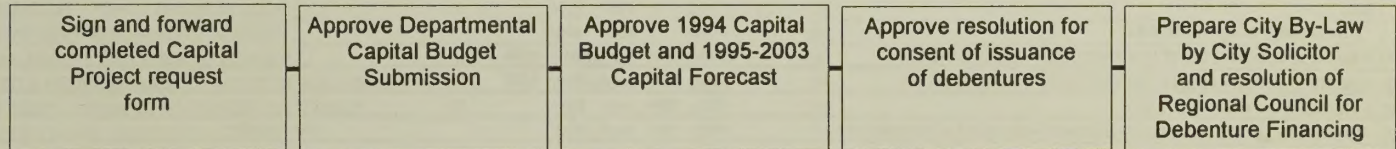
(iii) That the Regional Municipality of Hamilton-Wentworth be requested to consent to the issuance of debentures for a term not to exceed twenty years for those Projects requiring debenture financing.

(iv) That the \$123,000 previously set aside for "seed" money towards the development of a future proposal for an indoor West Mountain Bocce facility (Item 19 of the 8th Report of the Parks and Recreation Committee adopted by City Council 1993 April 27) be made available as a contribution to the West Mountain Baseball Association and West Mountain Bocce Association towards a total Building cost of \$630,000. at Olympic Park to provide for an indoor bocce facility.

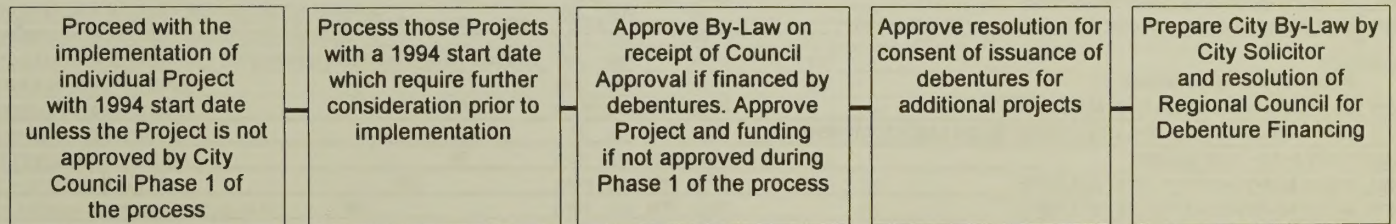
APPROVAL PROCESS FOR CAPITAL BUDGET AND CAPITAL PROJECTS

C.A.O./ DEPARTMENT HEAD/ LOCAL BOARD MANAGER	STANDING COMMITTEE LOCAL BOARD	CITY COUNCIL	COUNCIL REGIONAL MUNICIPALITY	PROJECTS WITH DEBENTURE FINANCING
(1)	(2)	(3)	(4)	(5)

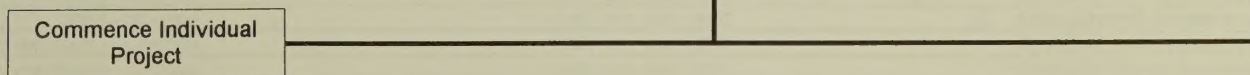
Phase 1 - Approval of Capital Budget Program



Phase 2 - Approval of Individual Capital



Phase 3 - Commencement of Project



Note: The Finance and Administration Committee with the assistance of the C.A.O./Treasurer is responsible for monitoring the progress of all ongoing Capital Projects.

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 1 of the FOURTH Report of the Committee of the Whole)

PROJ			PROJECT		GROSS	RECEIPTS		NET FINANCING										NATURE ANNU	
NO.	DEPT	PROJECT DESCRIPTION	START	FINISH	COST	SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	
Information Systems																			
1.0	IS	COMPUTER COMMUNICATIONS NETWORK REPLACEMENT	1994	1994	139		139										CL		
2.0	IS	HAND HELD PARKING TAG DATA INPUT EQUIPMENT	1994	1994	130		130										CL	(5)	
3.1	IS	COMPUTER SOFTWARE	1995	1995	150			150									CL	3	
3.2	IS	COMPUTER SOFTWARE	1996	1996	150				150								CL	3	
Sub-total Information Systems		(Net City Costs -	569)			569	0	269	150	150	0	0	0	0	0	0		1	
Housing Department																			
4.0	HD	MUNICIPAL NON-PROFIT HOUSING CORP - LAND BANKING	1994	1994	1,000	1,000													
5.0	HD	MUNICIPAL NON-PROFIT HOUSING CORP - LAND BANKING	1995	2003	9,000	9,000													
6.0	HD	HOUSING ON BARTON STREET	1994	1994	50		50										CL		
7.0	HD	UPGRADE OF ADA PRITCHARD AND MACASSA PARK APARTMENTS	1997	1998	1,339					1,060	279						DEB		
Sub-total Housing		(Net City Costs -	1,389)			11,389	10,000	50	0	0	1,060	279	0	0	0	0			
Human Resource Centre																			
8.0	HRC	HUMAN RESOURCE INFORMATION SYSTEM	1994	1998	1,000	500	500										CL		
Sub-total Human Resource Centre		(Net City Costs -	500)			1,000	500	500	0	0	0	0	0	0	0	0			
Property Department																			
9.0	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1994	1994	400		400										DEB		
10.0	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	1994	1994	70		70										CL		
11.0	PROP	SCOTT PARK - RINK BOARDS	1994	1994	90		90										CL		
12.1	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1995	1995	400			400									CL		
12.2	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1996	1996	500				500								CL		
12.3	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1997	1997	500					500							CL		
12.4	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1998	1998	600						600						CL		
12.5	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1999	1999	600							600					CL		
12.6	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	2000	2000	700								700				CL		
12.7	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	2001	2001	700									700			CL		
12.8	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	2002	2002	800										800		CL		
12.9	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	2003	2003	800											800	CL		
13.1	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	1995	1995	70			70									CL		
13.2	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	1996	1996	80				80								CL		
13.3	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	1997	1997	80					80							CL		
13.4	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	1998	1998	90						90						CL		

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 1 of the FOURTH Report of the Committee of the Whole)

																	NATURE ANNUAL	
DEPT	PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING											OF OPERATING	
		START	FINISH	COST	SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST	
(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	
Property Department – Continued																		
5	PROP CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	1999	1999	90							90						CL	
6	PROP CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	2000	2000	100								100					CL	
7	PROP CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	2001	2001	100									100				CL	
8	PROP CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	2002	2002	110										110			CL	
9	PROP CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIPMENT	2003	2003	110											110		CL	
0	PROP FARMERS' MARKET – REPLACEMENT OF ROOF	1994	1994	134		134											DEB	
0	PROP ROSEDALE ARENA – REPLACEMENT OF ROOF	1994	1994	180		180											CL	
0	PROP SCOTT PARK ARENA – REPLACEMENT OF ROOF	1994	1994	150		150											DEB	
0	PROP WESTMOUNT & MOUNTAIN ARENA – BOILER REPLACEMENT	1994	1994	154		154											DEB	
0	PROP COPPS COLISEUM – STEAM TO HOT WATER CONVERSION	1994	1994	205		205											DEB	
0	PROP NORMAN PINKY LEWIS – ROOF REPLACEMENT	1994	1994	125		125											RCP	
0	PROP MAIN & NORFOLK FIRE – MECHANICAL/ELECTRICAL RETROFIT	1994	1994	100		100											RCP	
0	PROP MOUNTAIN COMPOSITE – ROOF REPLACEMENT	1994	1994	65		65											DEB	
0	PROP MACNAB RECREATION CENTRE – BUILDING ENVELOPE REPAIRS	1994	1994	250		250											DEB	
1	PROP BARRIER FREE DESIGN ACCESS – RECREATION BUILDINGS	1994	1994	394		394											DEB	
2	PROP BARRIER FREE DESIGN ACCESS – RECREATION BUILDINGS	1995	1995	268			268										CL	
3	PROP BARRIER FREE DESIGN ACCESS – RECREATION BUILDINGS	1996	1996	188				188									CL	
0	PROP BARRIER FREE DESIGN ACCESS – ALL CITY OWNED BUILDINGS (PILOT PROJECT	1994	1994	300		300											RCP/HHLR	
1	PROP ENERGY CONSERVATION PROJECT	1994	1994	100		100											CL	
2	PROP ENERGY CONSERVATION PROJECT	1995	1995	200			200										CL	
3	PROP ENERGY CONSERVATION PROJECT	1996	1996	100				100									CL	
0	PROP PROPERTY PURCHASE – GENERAL	1994	1994	190		190											RPP	
0	PROP CITY HALL – ROOF REPLACEMENT	1995	1995	330			330										CL	
0	PROP MOUNTAIN ARENA – REPLACEMENT OF ROOF	1995	1995	425			425										DEB	
0	PROP CUP – BUILDING AUTOMATION SYSTEM UPGRADE	1995	1995	154			154										CL	
0	PROP SPLIT/BALANCE CITY HALL POWER SUPPLY FOR COMPUTER SYSTEMS	1995	1995	100			100										CL 1	
1	PROP PROPERTY PURCHASES – GENERAL	1995	1995	300			300										RPP	
2	PROP PROPERTY PURCHASES – GENERAL	1996	1996	300				300									RPP	
3	PROP PROPERTY PURCHASES – GENERAL	1997	1997	300					300								RPP	
4	PROP PROPERTY PURCHASES – GENERAL	1998	1998	300						300							RPP	
5	PROP PROPERTY PURCHASES – GENERAL	1999	1999	300							300						RPP	
6	PROP PROPERTY PURCHASES – GENERAL	2000	2000	300								300					RPP	
7	PROP PROPERTY PURCHASES – GENERAL	2001	2001	400									400				RPP	
8	PROP PROPERTY PURCHASES – GENERAL	2002	2002	400										400			RPP	
9	PROP PROPERTY PURCHASES – GENERAL	2003	2003	400											400		RPP	

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 1 of the FOURTH Report of the Committee of the Whole)

PROJ																		NATURE	ANNUAL
			PROJECT		GROSS	RECEIPTS	NET FINANCING										OF OPERATING		
NO.	DEPT	PROJECT DESCRIPTION	START	FINISH	COST	SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	
Property Department – Continued																			
34.0	PROP	UNINTERRUPTABLE POWER SUPPLY FOR COMPUTER SYSTEMS	1995	1995	200			200									RCP	1	
35.1	PROP	CONVERT AIR CONDITIONING EQUIPMENT FROM CFC11 TO SUVA – 123	1996	1996	164				164								CL		
35.2	PROP	CONVERT AIR CONDITIONING EQUIPMENT FROM CFC11 TO SUVA – 123	1997	1997	177					177							CL		
35.3	PROP	CONVERT AIR CONDITIONING EQUIPMENT FROM CFC11 TO SUVA – 123	1998	1998	177						177						CL		
36.0	PROP	COPPS COLISEUM – MAJOR OVERHAUL – REFRIGERATION & A/C EQUIPMENT	1996	1996	236				236								CL		
37.0	PROP	CITY HALL – REPLACE EXISTING CHILLERS & ASSOCIATED EQUIPMENT	1996	1996	353				353								DEB		
38.0	PROP	DUNDURN CASTLE – HOT WATER BOILER SYSTEM	1996	1996	130				130								CL		
39.0	PROP	CHEDOKE GOLF CLUBHOUSE – REROOFING	1996	1996	40				40								CL		
40.0	PROP	CHEDOKE GOLF CLUBHOUSE – BUILDING ENVELOPE REFURBISHING	1997	1997	150					150							CL		
42.0	PROP	HILL PARK – POOL MECHANICAL/ELECTRICAL REFURBISHING	1997	1997	300					300							CL		
43.0	PROP	CITY HALL – BOILER REPLACEMENT	1997	1997	150					150							CL		
45.0	PROP	HAMILTON PLACE – PUMP REPLACEMENT	1997	1997	50					50							CL		
46.0	PROP	SUMMERS LANE – SPRINKLER REPLACMENT	1997	1997	70					70							CL		
47.0	PROP	MACNAB STREET TRUCK TUNNEL – RAMP HEATING	1997	1997	70					70							CL		
48.0	PROP	LAWFIELD ARENA – REROOFING	1998	1998	160						160						CL		
49.0	PROP	CENTRAL FIRE – MECHANICAL/ELECTRICAL REFURBISHING	1998	1998	250						250						CL		
50.0	PROP	CENTRAL MEMORIAL – MECHANICAL/ELECTRICAL UPGRADE	1998	1998	150						150						CL		
51.0	PROP	HP LIBRARY – FIRE PANEL/PUBLIC ADDRESS SYSTEM REPLACEMENT	1998	1998	175						175						CL		
52.0	PROP	BALFOUR ESTATE – BUILDING ENVELOPE RESTORATION	1998	1998	200						200						CL		
53.0	PROP	CUP – TRIGENERATION	1999	2000	6,852							3,000	3,852				DEB	(954)	
54.0	PROP	HAMILTON PLACE – PIPING MODIFICATION TO MAIN HEATING SYSTEM	1998	1998	75						75						CL		
54.1	PROP	MARKET/LIBRARY RE – ROOFING PHASE 2	1998	1998	250						250						CL		
54.2	PROP	CENTRAL FIRE – REPLACE FLAT ROOFS	1995	1995	75			75									RCP		
54.3	PROP	WEST AVENUE SCHOOL – RETROFIT HEATING SYSTEM	1995	1995	170			170									CL		
55.0	PROP	MAJOR ACCOMMODATION REFURBISHING – CITY HALL	1999	2000	4,500							1,500	3,000				DEB/CL		
56.0	PROP	CHEDOKE GOLF CLUBHOUSE – MECHANICAL/ELECTRICAL UPGRADE	1999	1999	200							200					CL		
57.0	PROP	LAURIER – MECHANICAL/ELECTRICAL REFURBISHING	2000	2000	310								310				CL		
58.0	PROP	LAURIER RECREATION CENTRE – REROOFING	2000	2000	100								100				CL		
59.0	PROP	HILL PARK RECREATION CENTRE – REROOFING	2001	2001	100										100		CL		
59.6	PROP	PROVISION FOR SPRINKLER SYSTEM – CITY BUILDINGS	1997	1997	750					750							CL		
59.7	PROP	PROVISION FOR SPRINKLER SYSTEM – CITY BUILDINGS	1999	1999	800							800					CL		
59.8	PROP	PROVISION FOR SPRINKLER SYSTEM – CITY BUILDINGS	2001	2001	920									920			CL		
Sub – total Property		(Net City Costs – 32,406)			32,406	0	2,907	2,692	2,091	2,597	2,427	6,490	8,362	2,220	1,310	1,310			

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 1 of the FOURTH Report of the Committee of the Whole)

DEPT	PROJECT DESCRIPTION	PROJECT		GROSS RECEIPTS		NET FINANCING										NATURE ANNUAL	
		START	FINISH	COST	SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	OF	OPERATING
		(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	FUNDING	COST
(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)
Hamilton Society for the Prevention of Cruelty to Animals																	
0	HSPCA CAPITAL CONSTRUCTION GRANT - HSPCA HEADQUARTERS	1995	1996	5,000	2,500		1,250	1,250								DEB/ResH	
Sub-total Hamilton Society for the Prevention of Cruelty to Animals (Net City Costs -				2,500)	5,000	2,500	0	1,250	1,250	0	0	0	0	0	0	0	0
Fire Department																	
0	FIRE PUBLIC SAFETY TRUNKING RADIO - INCREASED COST	1996	1996	420				420								DEB	
20	FIRE FIRE STATION - WOODWARD & MELVIN - CONSTRUCTION	1996	1997	3,000				300	2,700							DEB	
40	FIRE FIRE STATION - RAY STREET - DESIGN	1997	1997	300					300							DEB	
0	FIRE FIRE STATION - RAY STREET - CONSTRUCTION	1998	1999	3,470						1,000	2,470					DEB	
50	FIRE SECOND APPARATUS DOOR AT TWO FIRE STATIONS	1997	1997	108					108							CL	1
Sub-total Fire (Net City Costs -				7,298)	7,298	0	0	0	720	3,108	1,000	2,470	0	0	0	0	1
Roads Department																	
0	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1994	1994	1,236		1,236										RSTUL/RCP	
1	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1995	1995	1,273			1,273									RSTUL/DEB	
2	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1996	1996	1,311				1,311								RSTUL/CL	
3	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1997	1997	1,351					1,351							RSTUL/CL	
4	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1998	1998	1,391						1,391						RSTUL/CL	
5	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1999	1999	1,433							1,433					RSTUL/CL	
6	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	2000	2000	1,476								1,476				CL	
7	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	2001	2001	1,520									1,520			CL	
8	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	2002	2002	1,566										1,566		CL	
9	ROAD CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	2003	2003	1,613											1,613	CL	
0	ROAD REHABILITATION OF THE PARKDALE AVENUE SOUTH BRIDGE	1994	1994	397	99	298										DEB	(4)
10	ROAD STORM MANAGEMENT PROJECT	1994	1995	155		10	145									RCP	
21	ROAD RAILWAY CROSSING - HI RAIL INSTALLATION	1997	1997	90					90							CL	
22	ROAD RAILWAY CROSSING - HI RAIL INSTALLATION	1998	1998	93						93						CL	
23	ROAD RAILWAY CROSSING - HI RAIL INSTALLATION	1999	1999	96							96					CL	
24	ROAD RAILWAY CROSSING - HI RAIL INSTALLATION	2000	2000	98								98				CL	
25	ROAD RAILWAY CROSSING - HI RAIL INSTALLATION	2001	2001	101									101			CL	
26	ROAD RAILWAY CROSSING - HI RAIL INSTALLATION	2002	2002	104										104		CL	
27	ROAD RAILWAY CROSSING - HI RAIL INSTALLATION	2003	2003	108											108	CL	
30	ROAD REPLACEMENT OF VALLEY INN ROAD BRIDGE	1997	1997	855	624				231							CL	
Sub-total Road (Net City Costs -				15,544)	16,267	723	1,544	1,418	1,311	1,672	1,484	1,529	1,574	1,621	1,670	1,721	(4)

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 1 of the FOURTH Report of the Committee of the Whole)

PROJ		PROJECT DESCRIPTION	PROJECT		GROSS RECEIPTS		NET FINANCING										NATURE ANNUAL OF OPERATIN	
NO.	DEPT		START	FINISH	COST	SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)
Traffic Department																		
74.0	TRAFF	PEDESTRIAN PRIORITY TRAFFIC SIGNALS	1994	1994	60	15	45										RCP	(14)
75.0	TRAFF	PEDESTRIAN PRIORITY TRAFFIC SIGNALS	1995	1995	60	15		45									CL	(14)
76.1	TRAFF	TRAFFIC SIGNALS	1996	1996	79	20			59								CL	1
76.2	TRAFF	TRAFFIC SIGNALS	1997	1997	80	20				60							CL	1
76.3	TRAFF	TRAFFIC SIGNALS	1998	1998	82	20					62						CL	1
76.4	TRAFF	TRAFFIC SIGNALS	1999	1999	84	21						63					CL	1
76.5	TRAFF	TRAFFIC SIGNALS	2000	2000	88	22							66				CL	1
76.6	TRAFF	TRAFFIC SIGNALS	2001	2001	90	22								68			CL	1
76.7	TRAFF	TRAFFIC SIGNALS	2002	2002	92	23									69		CL	1
76.8	TRAFF	TRAFFIC SIGNALS	2003	2003	95	24										71	CL	1
Sub-total Traffic			(Net City Costs - 608)			810	202	45	45	59	60	62	63	66	68	69	71	(20)
Public Works Department - Local Roads																		
77.0	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1994	1994	7,015	1,754	5,261										DEB	
78.0	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1994	1994	630	158	472										CL	
79.0	PWD-L	EROSION CONTROL - WIRE CREEK	1994	1994	100		100										CL	
80.1	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1995	1995	650	163		487									CL	
80.2	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1996	1996	670	168			502								CL	
80.3	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1997	1997	690	173				517							CL	
80.4	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1998	1998	710	178					532						CL	
81.1	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1995	1995	7,225	1,806		5,419									DEB	
81.2	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1996	1996	7,445	1,861			5,584								DEB	
81.3	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1997	1997	7,670	1,918				5,752							DEB	
81.4	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1998	1998	7,900	1,975					5,925						DEB/CL	
82.1	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1999	1999	730	183						547					CL	
82.2	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	2000	2000	750	188							562				CL/RCP	
82.3	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	2001	2001	775	194								581			CL	
82.4	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	2002	2002	800	200									600		CL	
82.5	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	2003	2003	820	205										615	CL	
83.1	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1999	1999	8,135	2,034						6,101					DEB	
83.2	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2000	2000	8,380	2,095							6,285				DEB	
83.3	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2001	2001	8,630	2,158								6,472			DEB/CL	
83.4	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2002	2002	8,890	2,223									6,667		DEB/CL	
83.5	PWD-L	ROADWAYS & SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2003	2003	9,160	2,290											6,870	DEB
Sub-total Public Works - Local Roads			(Net City Costs - 65,851)			87,775	21,924	5,833	5,906	6,086	6,269	6,457	6,648	6,847	7,053	7,267	7,485	

The Corporation of the City of Hamilton
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DEPT	PROJECT DESCRIPTION	PROJECT		GROSS COST	RECEIPTS SUBSIDY	NET FINANCING											NATURE OF FUNDING	ANNUAL OPERATING COST
		START	FINISH			1994	1995	1996	1997	1998	1999	2000	2001	2002	2003			
		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Public Works Department – Streets Division																		
0	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	1994	1994	50		50												CL
0	PWD-S FERGUSON YARD – CONSTRUCTION – PHASE 1 & 2	1995	1996	320			150	170										DEB
0	PWD-S SUBDIVISION STREET SWEEPER	1996	1996	180				180										RDC 48
0	PWD-S SNOW BLOWERS MOUNTED	1995	1995	139			139											RDC
1	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	1995	1995	50			50											RCP
2	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	1996	1996	50				50										CL
3	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	1997	1997	50					50									CL
4	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	1998	1998	50						50								CL
5	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	1999	1999	50							50							CL
6	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	2000	2000	50								50						CL
7	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	2001	2001	50									50					CL
8	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	2002	2002	50										50				CL
9	PWD-S UPGRADING MAINTENANCE DEPOTS – CONSTRUCTION	2003	2003	50											50			CL
0	PWD-S REFUSE PACKER – 25 CUBIC YARD, HIGH DENSITY	1995	1995	140			140											RDC 81
0	PWD-S SNOW BLOWERS MOUNTED	1996	1996	144				144										RDC
0	PWD-S MOTOR VEHICLE REQUIREMENTS – SIGNALS AND HOISTS	1996	1996	60				60										RDC
0	PWD-S SUBDIVISION STREET SWEEPER	1998	1998	200						200								RDC 48
0	PWD-S REFUSE PACKER – 25 CUBIC YARD, HIGH DENSITY	1998	1998	200							200							RDC 81
0	PWD-S SANDER WING PLOW UNIT	1998	1998	135							135							RDC 10
0	PWD-S QUEEN STREET STEPS – CONSTRUCTION	1994	1994	540		540												DEB
0	PWD-S MOTOR VEHICLE REQUIREMENTS – SIGNALS AND HOISTS	1999	1999	66							66							RDC
0	PWD-S SANDER WING PLOW UNIT	2000	2000	143								143						RDC 10
0	PWD-S SUBDIVISION STREET SWEEPER	2001	2001	220									220					RDC 48
0	PWD-S REFUSE PACKER – 25 CUBIC YARD, HIGH DENSITY	2002	2002	220										220				RDC 183
0	PWD-S MOTOR VEHICLE REQUIREMENTS – SIGNALS AND HOISTS	2002	2002	72											72			RDC
0	PWD-S SANDER WING PLOW UNIT	2002	2002	152											152			RDC 10
Sub-total Public Works – Streets & Sanitation (Net City Costs –		3,431)		3,431	0	590	479	604	50	585	116	193	270	494	50			519
Culture & Recreation Department																		
40	C&R RIVERDALE RECREATION CENTRE – DESIGN ETC.	1994	1994	500		500												DEB
50	C&R RIVERDALE RECREATION CENTRE – CONSTRUCTION	1995	1996	6,100	1,830		2,000	2,270										DEB 540
61	C&R HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1994	1994	100		100												RPL 9
62	C&R HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1995	1995	100			100											RPL 9
63	C&R HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1996	1996	100				100										RPL 9
64	C&R HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1997	1997	100					100									RPL

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			START	FINISH	COST	SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)
Culture & Recreation Department - Continued																		
106.5	C&R	HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1998	1998	100						100						RPL	9
107.0	C&R	DUNDURN CASTLE RESTORATION S. & W. FACADES-DOVECOTE & STABLES	1994	1995	2,726	1,000	1,726										DEB	
108.0	C&R	PARKDALE ARENA	1994	1995	1,739		801	938									DEB	1
109.0	C&R	INCH PARK ARENA	1994	1995	1,739		1,295	444									DEB	1
111.0	C&R	HAMILTON AQUATIC CENTRE - CONSTRUCTION	1998	2000	14,900	9,933					4,967						DEB	550
112.0	C&R	BOCCE COURT DEVELOPMENT	1999	1999	80	5						75					CL	9
113.0	C&R	WADING POOL CONVERSIONS	1995	1995	110			110									RCP	5
116.0	C&R	CORONATION ARENA	1996	1997	1,867				856	1,011							DEB	1
117.0	C&R	INTEGRATED PLAYSTRUCTURE FOR GAGE PARK	1997	1997	75					75							RPL	2
119.0	C&R	DALEWOOD RECREATION CENTRE - RETROFIT	1999	1999	538							538					CL	(5)
120.0	C&R	TENNIS COURT REDEVELOPMENT	1999	1999	300							300					CL	10
121.0	C&R	EASTWOOD ARENA	2000	2000	1,917								1,917				CL	(5)
122.0	C&R	WESTMOUNT RECREATION CENTRE - RETROFIT	2000	2000	985								985				CL	90
131.1	C&R	PUBLIC ART PROGRAMME	1994	1994	120		120										CL	
131.2	C&R	PUBLIC ART PROGRAMME	1995	1995	120			120									RCP	
131.3	C&R	PUBLIC ART PROGRAMME	1996	1996	120				120								CL	
132.0	C&R	CHANGE AREA/BASKET ROOM CONVERSION TO LOCKER ROOM	1994	1994	550		550										DEB	(250)
132.5	C&R	HAMILTON EAST KIWANIS BOYS AND GIRLS CLUB	2002	2002	7,014	3,182									3,832		DEB	
Sub-total Culture and Recreation					(Net City Costs - 26,050)													
					42,000	15,950	5,092	3,712	3,346	1,186	5,067	913	2,902	0	3,832	0		994
Public Works Department - Parks Division																		
133.0	PWD-P	PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	1994	1994	587		587										RPL	38
134.0	PWD-P	CREATIVE PLAYSTRUCTURE - NEW DEVELOPMENT	1994	1994	126	26	100										RPL	10
135.0	PWD-P	PARKLAND ACQUISITION	1994	1994	400		400										RPL	13
136.0	PWD-P	IVOR WYNNE - RENOVATIONS AND REPAIRS	1994	1994	90		90										CL	
137.0	PWD-P	CHEDOKE MOUNTAIN STEPS	1994	1994	378		378										DEB	
138.0	PWD-P	GORE PARK WALKWAY RESTORATION	1995	1995	315			315									CL	
139.0	PWD-P	HARBOURFRONT PARK IMPROVEMENTS	1995	1996	1,482			972	510								DEB	40
140.1	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	1994	1994	250		250										RIWS	
140.2	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	1995	1995	150			150									CL	0
140.3	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	1996	1996	90				90								CL	
140.4	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	1998	1998	90					90							CL	
140.5	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	1999	1999	90							90					CL	
140.6	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	2000	2000	90								90				CL	
141.1	PWD-P	LIGHTING SAFETY - IMPROVEMENTS	1994	1994	233		233										DEB	

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																	NATURE	ANNUAL
DEPT	PROJECT DESCRIPTION	PROJECT		GROSS COST	RECEIPTS SUBSIDY	NET FINANCING											OF OPERATING	
		START	FINISH			1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST	
(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	
Public Works Department – Parks Division – Continued																		
2	PWD-P LIGHTING SAFETY – IMPROVEMENTS	1998	1998	46						46							CL	
2.1	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	1995	1995	600			600										RPL 38	
2.2	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	1996	1996	600				600									RPL 38	
2.3	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	1997	1997	600					600								RPL 38	
2.4	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	1998	1998	600						600							RPL 38	
2.5	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	1999	1999	600							600						RPL 38	
2.6	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	2000	2000	600								600					RPL 38	
2.7	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	2001	2001	600									600				RPL 38	
2.8	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	2002	2002	600										600			RPL 38	
2.9	PWD-P PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME	2003	2003	600											600		RPL 38	
3.1	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	1995	1995	126	26		100										RPL 10	
3.2	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	1996	1996	126	26			100									RPL 10	
3.3	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	1997	1997	126	26				100								RPL 10	
3.4	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	1998	1998	126	26					100							RPL 10	
3.5	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	1999	1999	126	26						100						RPL 10	
3.6	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	2000	2000	126	26							100					RPL 10	
3.7	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	2001	2001	126	26								100				RPL 10	
3.8	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	2002	2002	126	26									100			RPL 10	
3.9	PWD-P CREATIVE PLAYSTRUCTURE – NEW DEVELOPMENT	2003	2003	126	26										100		RPL 10	
4.1	PWD-P PARKLAND ACQUISITION	1995	1995	400			400										RPL 13	
4.2	PWD-P PARKLAND ACQUISITION	1996	1996	400				400									RPL 13	
4.3	PWD-P PARKLAND ACQUISITION	1997	1997	400					400								RPL 13	
4.4	PWD-P PARKLAND ACQUISITION	1998	1998	400						400							RPL 13	
4.5	PWD-P PARKLAND ACQUISITION	1999	1999	400							400						RPL 13	
4.6	PWD-P PARKLAND ACQUISITION	2000	2000	400								400					RPL 13	
4.7	PWD-P PARKLAND ACQUISITION	2001	2001	400									400				RPL 13	
4.8	PWD-P PARKLAND ACQUISITION	2002	2002	400										400			RPL 13	
4.9	PWD-P PARKLAND ACQUISITION	2003	2003	400											400		RPL 13	
48.0	PWD-P PARKING LOT AND PATHWAY REPAIRS-VARIOUS LOCATIONS	1998	1998	1,160						1,160							CL	
49.0	PWD-P TURNER PARK DEVELOPMENT PHASE II	2002	2003	5,190										2,525	2,665	DEB	80	
50.0	PWD-P HAMILTON BEACH BREEZEWAY MASTER PLAN-IMPLEMENTATION	1995	1997	4,500	4,500												50	
51.0	PWD-P LANDSCAPING-STORM WATER MANAGEMENT FACILITY-HARBOURFRONT	1996	1996	278				278									CL 4	
52.0	PWD-P BRIDGE REPAIR – GOLF COURSES	1998	1998	75						75							CL	
56.0	PWD-P WATER TRUCK – TRAFFIC ISLAND PROGRAMME	1997	1997	98					98								CL 11	
57.0	PWD-P MOUNTAIN BROW PARKLAND LANDSCAPING	2003	2003	984											984	CL	12	

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NO.	DEPT	PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING										OF OPERATING	
(1)	(2)	(3)	START	FINISH	COST	SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)
Public Works Department - Parks Division - Continued																		
158.0	PWD-P	BRIAN TIMMIS - REPAIR	1998	1998	90						90							CL
159.0	PWD-P	CRYSTAL PALACE - STUDY AND CONSTRUCTION	2003	2003	6,275	5,275										1,000	DEB	50
Sub-total Public Works - Parks					(Net City Costs - 23,166)	33,201	10,035	2,038	2,537	1,978	1,198	2,561	1,190	1,190	1,100	3,625	5,749	857
Hamilton Entertainment & Convention Facilities Inc.																		
160.0	HECFI	CONVENTION CENTRE - WENTWORTH EXHIBITION HALL RENOVATIONS	1994	1994	70		70										RCP-H	(100)
161.0	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	1994	1994	130		130										RCP-H	
161.1	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	1995	1995	120			120									RCP-H	
161.2	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	1996	1996	220				220								RCP-H	
161.3	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	1997	1997	245					245							RCP-H	
161.4	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	1998	1998	375						375						RCP-H	
161.5	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	1999	1999	325							325					RCP-H	
161.6	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	2000	2000	300								300				RCP-H	
161.7	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	2001	2001	230									230			RCP-H	
161.8	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	2002	2002	200										200		RCP-H	
161.9	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	2003	2003	180											180	RCP-H	
162.0	HECFI	HAMILTON PLACE-ADDL. FUNDING FOR SOUND REINFORCEMENT SYSTEM	1994	1994	240		240										RCP-H	
163.0	HECFI	HAMILTON PLACE - RETROFIT/REFURBISH EXTERIOR SIGN	1994	1994	230		230										RCP-H	(70)
164.0	HECFI	HAMILTON CONVENTION CENTRE - ROOF REPLACEMENT	1996	1996	350				350								RCP-H	
165.1	HECFI	HAMILTON PLACE - CASUAL FURNITURE REPLACEMENT	1994	1994	60		60										RCP-H	
165.2	HECFI	HAMILTON PLACE - CASUAL FURNITURE REPLACEMENT	1995	1995	60			60									RCP-H	
166.0	HECFI	HAMILTON PLACE - REPLACEMENT OF SEATING, GREAT HALL	1995	1996	540			340	200								RCP-H	
167.0	HECFI	CONVENTION CENTRE - CARPET REPLACEMENT	1995	1995	240			240									RCP-H	
168.0	HECFI	HAMILTON PLACE - CARPET REPLACEMENT	1998	1998	225						225						RCP-H	
169.0	HECFI	FACILITY MANAGEMENT SYSTEM (FMS)	1998	1999	600						300	300					RCP-H	7
169.5	HECFI	COPPS COLISEUM - CASH MANAGEMENT SYSTEM	1994	1994	130		130										RCP-H	
Sub-total Hamilton Entertainment & Convention Facilities Inc.					(Net City Costs - 5,070)	5,070	0	860	760	770	245	900	625	300	230	200	180	(9)
Hamilton Public Library																		
171.0	HPL	AUTOMATED COLLECTION DEVELOPMENT - PHASE VI	1994	1994	153		153										RCP-L	10
172.0	HPL	AUTOMATED COLLECTION DEVELOPMENT - PHASE VII	1995	1995	105			105									RCP-L	10
173.0	HPL	AUTOMATED COLLECTION DEVELOPMENT - PHASE VIII	1996	1996	108				108								RCP-L	1
174.0	HPL	CENTRAL LIBRARY RENOVATIONS - PHASE II	1996	1996	340				340								DEB	
Sub-total Hamilton Public Library					(Net City Costs - 706)	706	0	153	105	448	0	0	0	0	0	0	0	4

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 1 of the FOURTH Report of the Committee of the Whole)

		PROJECT		GROSS	RECEIPTS	NET FINANCING											NATURE ANNUAL OF OPERATING	
DEPT	PROJECT DESCRIPTION	START	FINISH	COST	SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST	
(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	
Public Works Department – Community Renewal																		
0	PWD–C CROWN POINT EAST/MCANULTY – PHASE I	1994	1994	532	132	400										DEB	19	
0	PWD–C CROWN POINT EAST/MCANULTY – PHASE II	1996	1996	532	132			400								DEB	19	
0	PWD–C FERGUSON AVENUE REVITALIZATION – IMPLEMENTATION	1998	1999	1,800						800	1,000					DEB	67	
0	PWD–C STIPLEY SOUTH NEIGHBOURHOOD	1997	1997	532	132				400							CL	19	
0	PWD–C PARKVIEW (EAST & WEST)	1998	1998	266	66					200						DEB	19	
0	PWD–C BLAKELEY/ST. CLAIR P.R.I.D.E. PROGRAM	2001	2001	532	132								400			CL	19	
0	PWD–C HUGHSON ST REDEVELOPMENT – DOWNTOWN ACTION PLAN PHASE I	2002	2002	743										743		CL	26	
0	PWD–C COMMERCIAL IMPROVEMENT PROGRAMME – PHASE II	2002	2003	2,500										1,000	1,500	CL	701	
Sub–total Public Works – Community Renewal		(Net City Costs – 6,843)		7,437	594	400	0	400	400	1,000	1,000	0	400	1,743	1,500		889	
Capital Contingency																		
0.0	X GENERAL CAPITAL CONTINGENCY	1994	1994	500		500										RCP/CL		
0.1	X GENERAL CAPITAL CONTINGENCY	1995	1997	1,500			500	500	500							RCP/CL		
0.4	X GENERAL CAPITAL CONTINGENCY	1998	1998	500						500						CL/RCP		
0.5	X GENERAL CAPITAL CONTINGENCY	1999	1999	500							500					CL		
0.6	X GENERAL CAPITAL CONTINGENCY	2000	2000	500								500				DEB		
0.7	X GENERAL CAPITAL CONTINGENCY	2001	2002	1,000									500	500		CL		
0.9	X GENERAL CAPITAL CONTINGENCY	2003	2003	500											500	RCP/CL		
Sub–total Capital Contingency		(Net City Costs – 5,000)		5,000	0	500	500	500	500	500	500	500	500	500	500		0	
Sub–total 1994–2003 PROJECTS		(NET CITY COSTS – 196,931)		259,359	62,428	20,781	19,554	19,713	18,345	22,322	21,544	21,934	13,462	20,710	18,566		2,259	
Parking Authority																		
0.1	PA UPGRADING – EXISTING FACILITIES	1994	1994	100		100										ROSP		
0.1	PA STUDY & DESIGN – EXISTING AND FUTURE PARKING PROJECTS	1994	1994	50		50										ROSP		
0.2	PA UPGRADING – EXISTING FACILITIES	1995	2003	900			100	100	100	100	100	100	100	100	100	ROSP		
1.2	PA STUDY & DESIGN – EXISTING AND FUTURE PARKING PROJECTS	1995	2003	450			50	50	50	50	50	50	50	50	50	ROSP		
2.0	PA PARKING STRUCTURE – SOUTHEAST QUADRANT	1997	1997	8,800	4,400				4,400							ROSP/City Loan		
3.0	PA UNDERGROUND PARKING DECK – BOARD OF EDUCATION	1999	1999	10,000	5,000						5,000					ROSP/City Loan		
4.0	PA CITY HALL CAR PARK DECK	2001	2001	10,000	5,000								5,000			ROSP/City Loan		
Sub–total Parking Authority		(Net Cost 15,900)		30,300	14,400	150	150	150	4,550	150	5,150	150	5,150	150	150		0	
TOTAL 1994–2003 CAPITAL PROGRAM		(Net Cost 212,831)		289,659	76,828	20,931	19,704	19,863	22,895	22,472	26,694	22,084	18,612	20,860	18,716		2,259	

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 1 of the FOURTH Report of the Committee of the Whole)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 10 of the FOURTH Report of the Committee of the whole)																			NATURE ANNUAL	
PROJ		PROJECT DESCRIPTION	PROJECT		GROSS COST	RECEIPTS		NET FINANCING									OF OPERATING			
NO.	DEPT		START	FINISH		SUBSIDY	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	FUNDING	COST		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)		
22002	CL	CAPITAL LEVY (1993-\$2.2 Millions, 1994-2.2 Millions, 1995-3 Mills, 1996-4 Mills, 1997- 5 Mills, 1998 & On-6 Mills)	1994	2003		51,802	2,200	3,032	4,063	5,105	6,156	6,187	6,218	6,249	6,280	6,312				
CH102	RPP	RESERVE FOR PROPERTY PURCHASE	1994	2003		3,190	190	300	300	300	300	300	300	400	400	400				
CH201	RDC	RESERVE FOR DEVELOPMENT CHARGES	1994	2002		2,071		279	384	0	535	66	143	220	444					
CH203	RCP	RESERVE FOR CAPITAL PROJECTS - GENERAL	1994	2003		3,232	1,108	1,007	185	347	310	0	236	0	0	39				
CH107	RSTUL	RESERVE FOR CITY'S SHARE - UNSUBDIVIDED LAND	1994	1999		2,195	1,000	250	250	250	250	195								
CH201	RPL	RESERVE FOR PARKS LAND - 5% LAND DEDICATION	1994	2003		11,562	1,187	1,200	1,200	1,275	1,200	1,100	1,100	1,100	1,100	1,100				
CH202	ROSP	RESERVE FOR OFF-STREET PARKING	1994	2003		15,900	150	150	150	4,550	150	5,150	150	5,150	150	150				
CH209	HSPCA	RESERVE FOR H.S.P.C.A.	1995	1995		242		242												
CH204	RCP-L	RESERVE FOR CAPITAL PROJECTS - LIBRARY	1994	1996		366	153	105	108											
CH205	RIWS	RESERVE FOR IVOR WYNNE STADIUM - PARK IMPROVEMENTS	1994	1994		250	250													
CH206	RCP-H	RESERVE FOR CAPITAL PROJECTS - HECPI	1994	2003		5,070	860	760	770	245	900	625	300	230	200	180				
CH319	HHLR	HAMILTON HANDICAPPED LOAN PROGRAMME	1994	1994		99	99													
Sub-total		FINANCING FROM CAPITAL LEVY AND RESERVES				95,979	7,197	7,325	7,410	12,072	9,801	13,623	8,447	13,349	8,574	8,181				
TOTAL		COST TO BE FINANCED BY THE ISSUANCE OF DEBENTURE	(NET COST -	116,852)	1994	2003	289,659	172,807	13,734	12,379	12,453	10,823	12,671	13,071	13,637	5,263	12,286	10,535	2,259	
LESS CITY LOAN & RESERVE - Parking Authority		(NET COST -	0)	1994	2003	30,300	30,300											0		
TOTAL		DEBENTURE ISSUE - Municipal	(NET COST -	116,852)	1994	2003	259,359	142,507	13,734	12,379	12,453	10,823	12,671	13,071	13,637	5,263	12,286	10,535	2,259	
NOTE: THE IMPLEMENTATION OF ANY PROJECT (1995 AND AFTER) FINANCED FROM RESERVES & RESERVE FUNDS IS SUBJECT TO THE AVAILABILITY OF RESERVES & RESERVE FUNDS																				
ASSUMPTIONS: DEBENTURE INTEREST RATE - AMORTIZED OVER 10 YEARS AT 9.25% - ANNUAL PRINCIPAL AND INTEREST PAYMENT PER \$1,000 - \$157.5431208																				
195.0	PWD	OWNERS SHARE OF LOCAL IMPROVEMENTS-RESIDENTIAL	1994	1994		710	178	532												
196.0	PWD	OWNERS SHARE OF LOCAL IMPROVEMENTS-RESIDENTIAL	1995	1998		3,065	767		547	566	585	600								
197.0	PWD	OWNERS SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1999	2003		4,365	1,091					615	634	656	675	694				
Sub-total		(NET OWNERS' COST -		6,104)		8,140	2,036	532	547	566	585	600	615	634	656	675	694			
TOTAL CAPITAL BUDGET PROGRAM							297,799	174,843	14,266	12,926	13,019	11,408	13,271	13,686	14,271	5,919	12,961	11,229	2,259	

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

APPROVED BY COUNCIL, TUESDAY, 1994 MARCH 29 (Item 1 of the FOURTH Report of the Committee of the Whole)

DEPT	PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING												NATURE ANNUAL		
		START	FINISH	COST	SUBSIDY													OF	OPERATING	
		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	
PROJECTS FOR FUTURE CONSIDERATION (Outside the Ten-Year Plan):																			2004 & AFTER	
PROP	PROPERTY PURCHASES - GENERAL (Part)		2004 & After	7,800										7,800						
PROP	FARMERS' MARKET-VESTIBULE INSTALLATION YORK ST. ENTRANCE		2004 & After	150										150						
FIRE	INDOOR TRAINING FACILITIES		2004 & After	5,520										5,520				Unknown		
C&R	RYERSON THERAPEUTIC POOL		2004 & After	525										525				25		
C&R	DUNDURN CASTLE RESTORATION (LANDSCAPE & GARDENER'S COTTAGE)		2004 & After	1,600										1,600				60		
C&R	STEAM MUSEUM 1913 BUILDING RESTORATION		2004 & After	820										820				10		
C&R	MUSEUM STORAGE FACILITY AND LAB		2004 & After	4,200	1,400									2,800				400		
C&R	CHILDREN'S MUSEUM RE-DEVELOPMENT		2004 & After	10,200	3,400									6,800				510		
C&R	WHITEHERN RENOVATION		2004 & After	450	150									300						
C&R	MILITARY MUSEUM		2004 & After	3,450	1,150									2,300				150		
C&R	INDOOR MULTI-SPORTS COMPLEX		2004 & After	13,600	4,533									9,067				600		
C&R	ARTS CENTRE		2004 & After	6,000	2,000									4,000				350		
PWD-P	PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME (Part)		2004 & After	2,400										2,400				38		
PWD-P	PARKLAND ACQUISITION (Part)		2004 & After	5,400										5,400				13		
PWD-P	LIGHTING-FACILITY ENHANCEMENT-VARIOUS LOCATIONS		2004 & After	788										788				7		
PWD-P	IRRIGATION SYSTEMS - VARIOUS LOCATIONS		2004 & After	469										469						
PWD-P	CHEDOKE GOLF/SKI IMPROVEMENTS		2004 & After	569										569						
PWD-P	RELOCATE MARTIN GOLF COURSE - CHEDOKE		2004 & After	620										620						
PWD-P	PEDESTRIAN/BICYCLE LINKAGE COOTES PARADISE TO HARBOURFRONT PARK		2004 & After	2,323										2,323				40		
PWD-P	SOCCER FACILITIES DEVELOPMENT		2004 & After	382										382				5		
HPL	COLLECTION DEVELOPMENT		2004 & After	1,526										1,526				225		
PLAN	PROPERTY ACQUISITION PROGRAM - ALPHA EAST ENCLAVE		2004 & After	1,300	155									1,145						
PWD-C	DOWNTOWN ACTION PLAN INTERCONNECTING STREETS - PHASE VI		2004 & After	800										800				21		
PWD-C	HUGHSON ST REDEVELOPMENT - DOWNTOWN ACTION PLAN PHASE II		2004 & After	765										765				27		
-total	No Specific Funding Recommended		(NET CITY COST - 58,869)	71,657	12,788									58,869				2,481		
GROWTH RELATED PROJECTS FOR FUTURE CONSIDERATION (Outside the Ten-Year Plan):																			2004 & AFTER	
C&R	SOUTH/EAST MOUNTAIN RECREATION CENTRE		2004 & After	12,600	4,200									8,400				700		
C&R	SOUTH/WEST MOUNTAIN RECREATION CENTRE		2004 & After	12,800	4,266									8,534				700		
HPL	NEW LIBRARY BRANCH CONSTRUCTION - SOUTH EAST MOUNTAIN		2004 & After	8,349	2,783									5,566				1,111		
HPL	NEW LIBRARY BRANCH CONSTRUCTION - SOUTH WEST MOUNTAIN		2004 & After	5,606	1,869									3,737				695		
-total	Availability of Funding from Development Char.(NET CITY COST - 26,237)			39,355	13,118									26,237				3,206		

GROWTH RELATED PROJECT - TIMING DEPENDS ON THE AVAILABILITY OF FUNDING FROM THE RESERVE FOR DEVELOPMENT CHARGES.

BUDGET AS PROPOSED REFLECTS PROJECTED DEVELOPMENT CHARGE FUNDING AVAILABILITY BASED UPON PRESENT DEVELOPMENT CHARGE LEVELS ONLY.

The Corporation of the City of Hamilton
1994-2003 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT

(Thousands of Dollars)

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PROJ NO.	DEPT	PROJECT DESCRIPTION	PROJECT		GROSS COST	RECEIPTS SUBSIDY	NET FINANCING											NATURE ANNUAL OF OPERATING	
			START	FINISH			(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	FUNDING COST
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	
PROJECTS COMBINED:																			
15.0	PROP	INCH PARK POOL - POOL FILTRATION RENOVATIONS			439														Combined with Culture & Recreation Project No. 109.0 (include Barrier Free Cost)
30.0	PROP	PARKDALE POOL - POOL FILTRATION RENOVATION			448														Combined with Culture & Recreation Project No. 108.0 (include Barrier Free Cost)
41.0	PROP	CORONATION POOL - POOL FILTRATION RENOVATION			470														Combined with Culture & Recreation Project No. 116.0 (include Barrier Free Cost)
55.0	PROP	MAJOR ACCOMODATION REFURBISHING - CITY HALL			500														Combined with Project # 59.6, # 59.7, # 59.8
66.0	FIRE	RETROFIT FOUR FIRE STATIONS WITH SPRINKLER SYSTEMS			1,070														Combined with Project # 59.6, # 59.7, # 59.8
90.0	PWD-S	FERGUSON YARD - CONSTRUCTION - PHASE 2			170														Combined with Project No. 85.0
170.0	HECFI	HAMILTON PLACE - SPRINKLER SYSTEM			900														Combined with Project # 59.6, # 59.7, # 59.8
					<u>3,997</u>														
PROJECTS DELETED - NOT REQUIRED:																			
54.2	PROP	CENTRAL FIRE - REPLACE FLAT ROOFS			5														Not Required - Project reduced from \$80,000 to \$75,000
54.3	PROP	WEST AVENUE SCHOOL - RETROFIT HEATING SYSTEM			10														Not Required - Project reduced from \$180,000 to \$170,000
62.0	FIRE	FIRE STATION - WOODWARD & MELVIN - CONSTRUCTION COST REDUCED			660														Project scope revised - Cost reduced by this amount
95.0	PWD-S	BRAMPTON STREET YARD CONSTRUCTION			1,050														Not Required
	PWD-S	SANDER WING PLOW UNIT			120														Not Required
108.0	C&R	PARKDALE OUTDOOR POOL			361														Not Required
109.0	C&R	INCH PARK OUTDOOR POOL			361														Not Required
110.0	C&R	HAMILTON-SCOURGE PROJECT			110														Not Required: \$74,000 (Council 30-Nov-93) approved out of existing Work-in-progress accounts savin
116.0	C&R	CORONATION OUTDOOR POOL			361														Not Required
					<u>3,038</u>														

DEPARTMENT ABBREVIATION:

C&R	CULTURE AND RECREATION	HSPCA	THE HAMILTON SOCIETY FOR THE	HECFI	HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.	PWD-S	PUBLIC WORKS - STREETS DIVISION	PROP	PROPERTY DEPARTMENT
HD	HOUSING DEPARTMENT		PREVENTION OF CRUELTY TO ANIMALS			PWD-C	PUBLIC WORKS - COMMUNITY RENEWAL	PLAN	REGIONAL PLANNING DEPT
HPL	HAMILTON PUBLIC LIBRARY	IS	INFORMATION SYSTEMS DEPARTMENT			PWD-L	PUBLIC WORKS - LOCAL ROADS	PA	PARKING AUTHORITY
HRC	HUMAN RESOURCE CENTRE	ROAD	REGIONAL TRANSPORTATION SERVICE DEPARTMENT			PWD-P	PUBLIC WORKS - PARKS DIVISION	TRAFF	TRAFFIC DEPARTMENT

***STATISTICAL
INFORMATION***



***PERMANENT STAFF COMPLEMENT
LISTING BY DEPARTMENT***

Department	As At April 24, 1993	As At May 27, 1993	As At May 3, 1994
Legislative	13.0	13.0	13.0
City Clerk	55.0	56.0	53.0
Chief Administrative Office	2.0	2.0	2.0
Fire	501.0	484.0	483.0
Property: <i>Real Estate Division</i>	16.0	17.0	15.0
<i>Building Op. & Mtce. Div.</i>	77.0	75.0	68.0
<i>Architect Division</i>	7.0	8.0	8.0
<i>Central Utilities Plant</i>	19.0	18.0	17.0
Law	24.0	21.0	20.0
Treasury: <i>Finance Division</i>	61.0	61.0	58.0
<i>Purchasing Division</i>	11.0	12.0	11.0
Hamilton Public Library	222.0	216.5	198.0
Parking Authority	22.0	21.0	20.0
H.E.C.F.I.	81.0	73.0	69.0
Public Works: <i>Cemeteries Division</i>	55.0	45.0	42.0
<i>Parks Division</i>	18.5	19.0	13.0
<i>Streets & Sanitation</i>	484.0	492.0	451.0
<i>Fleet Service</i>	39.0	38.0	37.0
<i>City Garage</i>	5.0	5.0	3.0
Recreation & Culture	165.0	163.0	140.0
Building	76.5	75.0	70.0
Traffic	316.0	314.0	312.0
Information Systems	47.0	55.0	52.0
<i>Total Employee Count</i>	<u>2,317.0</u>	<u>2,283.5</u>	<u>2,155.0</u>

**TOTAL RESIDENTIAL MILL RATES AND RESIDENTIAL
REALTY TAXES ON AN ASSESSMENT OF \$5,000**

Description (1)	Mill Rates					Increase/(Decrease) 1993 to 1994	
	1990 (2)	1991 (3)	1992 (4)	1993 (5)	1994 (6)	Mills/\$ (7)	% (8)
<u>Residential</u>							
City	96.7685	98.6655	102.5572	104.2203	104.2203	0.0000	0.00%
Region	92.1727	99.6322	103.5133	107.0004	106.9719	-0.0285	-0.03%
Sub Total	188.9412	198.2977	206.0705	211.2207	211.1922	-0.0285	-0.01%
Education	175.8888	177.7870	186.1175	190.1989	190.1978	-0.0011	-0.00%
Total Residential Mill Rates	<u>364.8300</u>	<u>376.0847</u>	<u>392.1880</u>	<u>401.4196</u>	<u>401.3900</u>	<u>-0.0296</u>	<u>-0.01%</u>
<u>Realty Taxes Based on an Assessment of \$5,000 (excluding Water/Sewer Surcharges)</u>							
City Realty Taxes	\$483.84	\$493.33	\$512.79	\$521.11	\$521.11	\$0.00	0.00%
Region Realty Taxes	<u>\$460.86</u>	<u>\$498.16</u>	<u>\$517.57</u>	<u>\$535.00</u>	<u>\$534.86</u>	<u>(\$0.14)</u>	<u>-0.03%</u>
Total City and Region	\$944.70	\$991.49	\$1,030.36	\$1,056.11	\$1,055.97	(\$0.14)	-0.01%
Education Realty Taxes	<u>\$879.44</u>	<u>\$888.93</u>	<u>\$930.59</u>	<u>\$950.99</u>	<u>\$950.99</u>	<u>\$0.00</u>	<u>0.00%</u>
Total Amount Payable	<u>\$1,824.14</u>	<u>\$1,880.42</u>	<u>\$1,960.95</u>	<u>\$2,007.10</u>	<u>\$2,006.96</u>	<u>(\$0.14)</u>	<u>-0.01%</u>

COMPARISON OF TAXABLE ASSESSMENT AND POPULATION, 1985 – 1994

	1994 Unrevised Estimate (1)	1993 Unrevised Estimate (2)	Actual								
			1993 (3)	1992 (4)	1991 (5)	1990 (6)	1989 (7)	1988 (8)	1987 (9)	1986 (10)	1985 (11)
Assessment											
Residential	601,228	593,420	593,264	587,395	573,281	560,782	546,987	530,523	518,096	511,211	505,307
Non-Residential	404,589	412,758	411,376	415,985	426,256	421,828	417,061	403,941	399,690	394,255	391,616
(1)	1,005,817	1,006,178	1,004,640	1,003,380	999,537	982,610	964,048	934,464	917,786	905,466	896,923
Per Capita	3,192	3,205	3,200	3,196	3,184	3,199	3,139	3,042	2,983	2,943	2,915

(1) This is the unrevised taxable assessment made in the year 1993 upon which 1994 taxes shall be levied.

Final assessments are quoted for all other years.

Increase over prior year	-0.04%	0.28%	0.13%	0.38%	1.72%	1.93%	3.17%	1.82%	1.36%	0.95%	0.94%
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Distribution – Percentage

Residential	59.78%	58.98%	59.05%	58.54%	57.35%	57.07%	56.74%	56.77%	56.45%	56.46%	56.34%
Non-Residential	40.22%	41.02%	40.95%	41.46%	42.65%	42.93%	43.26%	43.23%	43.55%	43.54%	43.66%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Population

Number	315,109 (a)	313,918	313,918	313,918	313,918 (a)	307,160	307,160	307,160 (a)	307,690	307,690	307,690 (a)
Increase (Decrease) over prior year	0.38%				2.20%			-0.17%			-0.13%

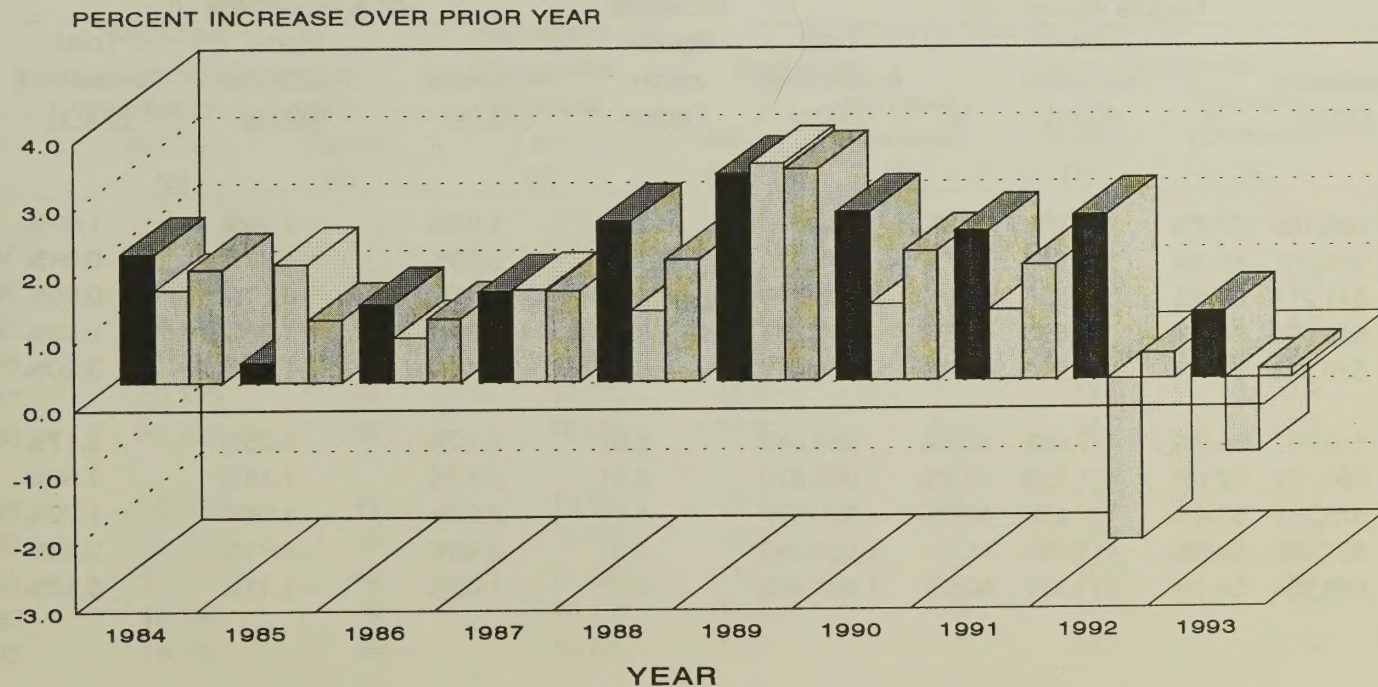
(a) Based on a Provincial Census conducted in the 1994, 1991, 1988 and 1985 election years.

SUMMARY OF POPULATION, ADJUSTED MUNICIPAL LEVY, AND MILL RATES

Year	Population	Adjusted Municipal	Residential Mill Rate				Non-Residential Mill Rate			
		Levy	Municipal	Regional	Education	Total	Municipal	Regional	Education	Total
<i>Actual</i>										
1984	308,102	83,449,539	69.7323	56.8038	102.4846	229.0207	82.0379	66.8280	120.5701	269.4360
1985	307,690	88,222,796	73.4019	59.6126	110.6781	243.6926	86.3552	70.1325	130.2096	286.6973
1986	307,690	96,378,475	79.3485	63.5186	111.7193	254.5864	93.3512	74.7278	131.4345	299.5135
1987	307,690	103,722,620	83.9779	69.3371	128.3670	281.6820	98.7975	81.5731	151.0200	331.3906
1988	307,160	109,140,470	87.7568	73.3187	138.1575	299.2330	103.2433	86.2574	162.5382	352.0389
1989	307,160	117,961,263	92.2114	82.9278	148.9362	324.0754	108.4840	97.5621	175.2191	381.2652
1990	307,160	124,233,690	96.7685	92.1727	175.8888	364.8300	113.8453	108.4385	206.9279	429.2117
1991	313,918	128,986,366	98.6655	99.6322	177.7870	376.0847	116.0771	117.2144	209.1611	442.4526
1992	313,918	133,516,552	102.5572	103.5133	186.1175	392.1880	120.6555	121.7803	218.9618	461.3976
1993	313,918	131,560,899	104.2203	107.0004	190.1989	401.4196	122.6121	125.8828	223.7634	472.2583
<i>Estimate</i>										
1994	316,105	130,546,520	104.2203	106.9719	190.1978	401.3900	122.6121	125.8493	223.7621	472.2235
1995	316,105	131,279,370	105.1413				123.6956			
1996	316,105	133,295,397	106.4189				125.1987			
1997	317,686	134,441,090	106.9758				125.8539			
1998	317,686	136,284,539	108.1644				127.2522			

Note: Adjusted Municipal Levy Consists Of Municipal City Levy, Supplementary Taxes, Telephone and Telegraph Receipts, Payment In Lieu Of Taxes And Unconditional Grants.

COMPARISON OF ACTUAL RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT



Residential
 Non-Residential
 Total

COMPARISON OF RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT WITHIN THE CITY

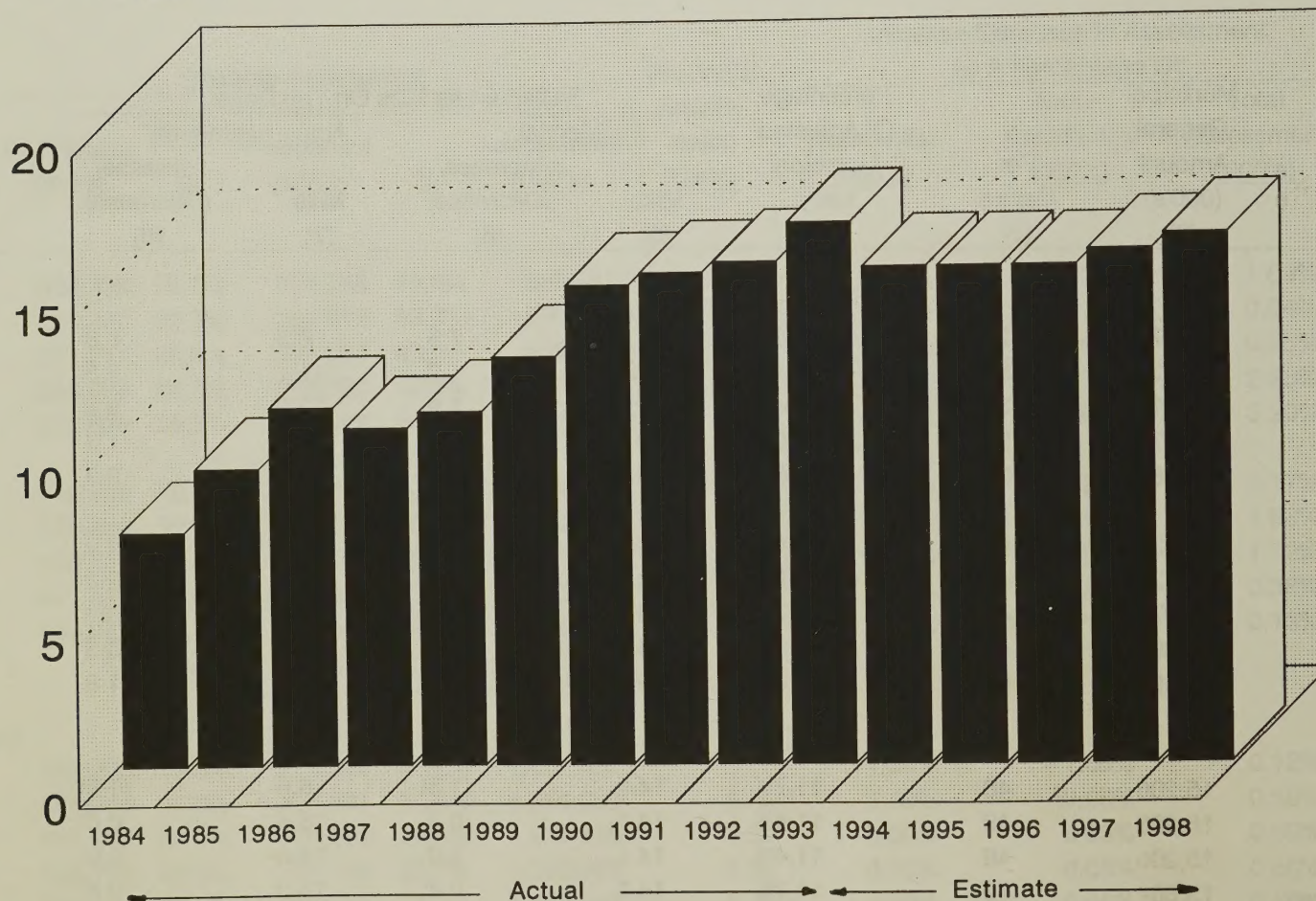
Year	Taxable Assessment					Provincial Equali- zation Factor	Increase/Decrease In Assessment As A Percentage Of:			Year
	Residential (000's)	Non- Residential		Total Assessment (000's)	Residential (000's)		Non- Residential (000's)	Total Assessment (000's)		
		%	(000's)						%	
<i>Actual</i>										
1984	503,788	56.7%	384,793	43.3%	888,581	11.91	1.93%	1.39%	1.69%	1984
1985	505,307	56.3%	391,616	43.7%	896,923	11.44	0.30%	1.77%	0.94%	1985
1986	511,211	56.5%	394,255	43.5%	905,466	10.37	1.17%	0.67%	0.95%	1986
1987	518,096	56.5%	399,690	43.5%	917,786	8.91	1.35%	1.38%	2.33%	1987
1988	530,523	56.8%	403,942	43.2%	934,465	6.96	2.40%	1.06%	3.20%	1988
1989	546,987	56.7%	417,061	43.3%	964,048	5.82	3.10%	3.25%	3.17%	1989
1990	560,782	57.1%	421,828	42.9%	982,610	4.91	2.52%	1.14%	1.93%	1990
1991	573,281	57.4%	426,256	42.6%	999,537	4.91	2.23%	1.05%	1.72%	1991
1992	587,395	58.5%	415,985	41.5%	1,003,380	4.91	2.46%	-2.41%	0.38%	1992
1993	593,264	59.1%	411,376	40.9%	1,004,640	5.38	1.00%	-1.11%	0.13%	1993
<i>Estimate</i>										
1994	601,228	59.8%	404,589	40.2%	1,005,817	5.38	1.34%	-1.65%	0.12%	1994
1995	606,038	60.0%	404,791	40.0%	1,010,829	5.38	0.80%	0.05%	0.50%	1995
1996	610,886	60.1%	404,993	39.9%	1,015,879	5.38	0.80%	0.05%	0.50%	1996
1997	615,773	60.3%	405,195	39.7%	1,020,968	5.38	0.80%	0.05%	0.50%	1997
1998	620,699	60.5%	405,398	39.5%	1,026,097	5.38	0.80%	0.05%	0.50%	1998

ANALYSIS OF MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST FINANCED BY MILL RATES (EXCLUSIVE OF REGION AND EDUCATION)

Year (1)	Municipal General Amount (000's) (2)	Per Capita (3)	Percentage Of Adjusted Municipal Levy (4)	Reflected As Mills On The Dollar				Year (9)
				Residential		Non – Residential		
				Mills (5)	Increase/ (Decrease) (6)	Mills (7)	Increase/ (Decrease) (8)	
<i>Actual</i>								
1984	7,174	23	8.6%	7.5	7.5	8.8	8.8	1984
1985	9,135	30	10.4%	9.4	1.9	11.1	2.3	1985
1986	11,014	36	11.4%	11.3	1.9	13.3	2.2	1986
1987	10,375	34	10.0%	10.5	1.1	12.4	1.3	1987
1988	10,863	35	10.0%	10.8	0.3	12.7	0.3	1988
1989	12,533	41	10.6%	12.1	12.1	14.2	14.2	1989
1990	14,724	48	11.9%	13.9	1.8	16.4	2.2	1990
1991	15,075	48	11.7%	14.0	0.1	16.5	0.1	1991
1992	15,395	49	11.5%	14.3	0.3	16.8	0.3	1992
1993	16,599	53	12.6%	15.4	1.1	18.1	1.3	1993
<i>Estimate</i>								
1994	15,206	48	11.7%	14.1	(1.3)	16.6	(1.5)	1994
1995	15,206	48	11.6%	14.1	0.0	16.6	0.0	1995
1996	15,206	48	11.4%	14.1	0.0	16.6	0.0	1996
1997	15,664	49	11.7%	14.5	0.4	17.0	0.4	1997
1998	16,133	51	11.8%	14.8	0.3	17.4	0.4	1998

MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST (EXCLUSIVE OF REGION AND EDUCATION)

Thousands



**DEBENTURE PRINCIPAL AND INTEREST
(EXCLUSIVE OF REGION AND EDUCATION)
(000'S)**

		Municipal				
	General (Includes Library & H.E.C.F.I.)	Parking Authority	Total Municipal	Self-Sustaining Municipal Services Owner's Share	Gross Debenture Debt Charges Outstanding	Year
<i>Actual</i>						
1984	7,174	172	7,346	678	8,024	1984
1985	9,135	171	9,306	628	9,934	1985
1986	11,014	167	11,181	603	11,784	1986
1987	10,375	166	10,541	485	11,026	1987
1988	10,863	502	11,365	435	11,800	1988
1989	12,533	1,284	13,817	398	14,215	1989
1990	14,724	1,270	15,994	478	16,472	1990
1991	15,075	1,270	16,345	402	16,747	1991
1992	15,395	1,268	16,663	328	16,991	1992
1993	16,599	1,243	17,842	328	18,170	1993
<i>Estimate</i>						
1994	15,206	1,091	16,297	354	16,651	1994
1995	15,206	1,238	16,444	354	16,798	1995
1996	15,206	1,217	16,423	354	16,777	1996
1997	15,664	1,217	16,881	354	17,235	1997
1998	16,133	857	16,990	315	17,305	1998

ANNUAL VALUE OF BUILDING PERMITS BY CLASSIFICATION

Year (1)	Residential			Commercial			Industrial			Year (11)
	No. Of Permits (2)	Value (000'S) (3)	% (4)	No. Of Permits (5)	Value (000'S) (6)	% (7)	No. Of Permits (8)	Value (000'S) (9)	% (10)	
1984	3,715	54,639	40.7%	472	36,321	27.0%	98	21,465	16.0%	1984
1985	3,409	66,137	32.6%	450	20,469	10.1%	128	101,621	50.1%	1985
1986	3,470	86,200	22.1%	438	45,724	11.7%	144	172,111	44.1%	1986
1987	3,574	139,731	44.7%	493	71,333	22.8%	124	65,027	20.8%	1987
1988	4,006	155,235	55.8%	595	48,913	17.6%	105	25,703	9.2%	1988
1989	4,542	199,886	51.9%	496	92,668	24.1%	129	25,230	6.6%	1989
1990	2,882	126,782	35.0%	557	74,347	20.5%	116	71,290	19.7%	1990
1991	1,658	71,624	47.6%	391	30,744	20.4%	60	13,176	8.7%	1991
1992	1,715	75,642	57.1%	364	29,983	22.7%	46	4,142	3.1%	1992
1993	1,575	86,714	50.7%	415	34,828	20.3%	31	3,664	2.1%	1993

Year (12)	Institutional			Miscellaneous			Total			Year (22)
	No. Of Permits (13)	Value (000'S) (14)	% (15)	No. Of Permits (16)	Value (000'S) (17)	% (18)	No. Of Permits (19)	Value (000'S) (20)	% (21)	
1984	116	19,956	14.9%	462	1,821	1.4%	4,863	134,202	100.0%	1984
1985	90	12,126	6.0%	560	2,312	1.2%	4,637	202,665	100.0%	1985
1986	105	83,113	21.3%	539	2,874	0.8%	4,696	390,022	100.0%	1986
1987	93	33,433	10.7%	483	3,062	1.0%	4,767	312,586	100.0%	1987
1988	94	44,428	16.0%	549	4,043	1.4%	5,349	278,322	100.0%	1988
1989	117	60,625	15.7%	665	6,776	1.7%	5,949	385,185	100.0%	1989
1990	133	86,982	24.0%	413	2,986	0.8%	4,101	362,387	100.0%	1990
1991	84	32,118	21.3%	488	2,968	2.0%	2,681	150,630	100.0%	1991
1992	115	19,065	14.4%	501	3,521	2.7%	2,741	132,353	100.0%	1992
1993	146	42,936	25.1%	432	3,046	1.8%	2,599	171,188	100.0%	1993

***REPORT OF THE FINANCE AND
ADMINISTRATION COMMITTEE
As approved by City Council
May 3, 1994***

To the Council of the Corporation of the City of Hamilton.

Members of Council:

The Finance and Administration Committee presents its Sixth Report for 1994 and respectfully recommends:

- Item 5 That leave be granted to introduce the following bills:
- | | | | |
|-----|--|-----|--|
| (a) | Bill No. E-05 By-law No. 94-065 to Fix the Rates of Taxation for Municipal Purposes for the year 1994. | (d) | Bill No. E-08 By-law No. 94-068 to Fix the Rates of Taxation for Municipal, Regional and School Purposes for the year 1994. |
| (b) | Bill No. E-06 By-law No. 94-066 to Fix the Rates of Taxation for Regional Purposes for the year 1994. | (e) | Bill No. E-09 By-law No. 94-069 to Levy an Annual Tax on Telephone Companies doing business in Ontario, respecting the Bell Telephone Company of Canada. |
| (c) | Bill No. E-07 By-law No. 94-067 to Fix the Rates of Taxation for School Purposes for the year 1994. | | |

APPENDIX



***1994 CURRENT BUDGET
ASSUMPTIONS***

• ***Assumptions***

- Provincial grants expected to decrease by 29.4% for Unconditional Subsidies.
- User Fees to be reviewed and increased by at least the annual inflationary increase. Assessment expected to decrease by .04% for 1994.
- Interest rates for purposes of Investment Income assumed at 5.0% per annum.
- Debt Charges and Capital Levy are in accordance with 1994-2003 Capital Budget.
- Projected annual inflationary increase of 2.0%
- Salaries have been frozen at the June 14th, 1993 levels in accordance with Social Contract requirements except for an outstanding Pay Equity
- Various Rates:

Hydro	0%
Heating Fuel/Natural Gas	0%
Water and Sewer Surcharge	3.0%
Postage	0%
Stationery/Bond Paper	8%
Photocopier Paper	0%
General office supplies	0%
Telephone long-distance charges	0%

**SUMMARY OF PROPOSED 1994 SERVICE/PROGRAM REDUCTION PACKAGES
CONSIDERED AND APPROVED BY THE COMMITTEE OF THE WHOLE ON FEBRUARY 11, 1994**

ITEM # (1)	PKG # (2)	DEPARTMENT (3)	PACKAGE AMOUNT (4)	PACKAGE FTE'S (5)		MILL RATE % IMPACT (6)	DESCRIPTION (7)
1	BLDG1	BUILDING	(\$202,068)	A	-5.00	-0.180	Reduction in Stenographic Services & Redistribution of Administrative Functions
2	BLDG2	BUILDING	(\$6,733)	A	0.00	-0.006	Replace Senior House Plan Examiner with a Customer Service Rep
3	BLDG3	BUILDING	(\$11,128)	A	0.00	-0.010	Replace Senior Builder Inspector with a Building Inspector
4	BLDG4	BUILDING	(\$1,600)	A	0.00	-0.001	Funding of Existing Positions—Add 2 Bldg Inspec. and 1 Customer Service Rep.
5	CLRK1	CLERKS	(\$53,140)	A	-1.00	-0.047	Legislative Assistant II
6	CLRK2	CLERKS	(\$34,850)	A	-1.00	-0.031	Records Clerk I
7	CLRK3	CLERKS	(\$15,000)	A	-0.50	-0.013	Market/Cleaner Collector
8	CLRK4	CLERKS	\$0	A	-0.50	0.000	Info Desk/Alderman's Receptionist
9	C&R1	CULT.&REC.	\$0	C	0.00	0.000	Senior Level Restructuring
10	C&R2	CULT.&REC.	(\$33,368)	A	-1.00	-0.030	Administrative Assistant
11	C&R3	CULT.&REC.	(\$246,330)	A	-11.00	-0.220	Basket Checkers
12	C&R4	CULT.&REC.	(\$99,986)	A	-2.00	-0.089	Equipment/Repairman Carpenter
13	C&R5	CULT.&REC.	\$0	C	0.00	0.000	Curatorial Assistants
14	C&R6	CULT.&REC.	(\$23,577)	A	-1.00	-0.021	Interpreter – Dundurn
15	C&R7	CULT.&REC.	(\$3,200)	A	-0.91	-0.003	Interpreters – Steam Museum
16	C&R8	CULT.&REC.	(\$22,930)	A	-1.00	-0.020	Sports Assistant
17	C&R9	CULT.&REC.	(\$44,568)	A	-1.00	-0.040	Aquatic Supervisor
18	C&R10	CULT.&REC.	(\$3,210)	A	-1.00	-0.003	Cultural Division – Seasonal
19	FD1	FIRE	(\$46,434)	A	-1.00	-0.041	Administrative Assistant III
20	HOUS1	HOUSING	(\$22,085)	A	-0.50	-0.020	Administrative Assistant III

**SUMMARY OF PROPOSED 1994 SERVICE/PROGRAM REDUCTION PACKAGES
CONSIDERED AND APPROVED BY THE COMMITTEE OF THE WHOLE ON FEBRUARY 11, 1994**

ITEM # (1)	PKG # (2)	DEPARTMENT (3)	PACKAGE AMOUNT (4)	PACKAGE FTE'S (5)	MILL RATE % IMPACT (6)	DESCRIPTION (7)
21	HRC1	HUMAN RESOURCES	(\$18,700)	A -0.50	-0.017	Administrative Assistant
22	HRC2	HUMAN RESOURCES	(\$8,100)	A -0.25	-0.007	Administrative Support – Clerical Assistant
23	HRC3	HUMAN RESOURCES	(\$37,550)	A -0.50	-0.033	Training & Development Supervisor
24	HRC4	HUMAN RESOURCES	(\$18,588)	A -0.50	-0.017	Receptionist
25	HRC5	HUMAN RESOURCES	(\$20,300)	A -0.50	-0.018	Recruiting Assistant
26	HRC6	HUMAN RESOURCES	(\$24,980)	A -0.50	-0.022	Case Manager
27	INFO1	INFORMATION SYS.	(\$78,828)	A -1.00	-0.070	Senior Systems Analyst
28	INFO2	INFORMATION SYS.	(\$77,821)	A -1.00	-0.069	Systems Analyst
29	INFO3	INFORMATION SYS.	(\$27,367)	A -0.65	-0.024	Console Operator
30	LAW1	LAW	(\$81,891)	A -1.00	-0.073	Lawyer
31	PLNG1	PLANNING	\$0	C 0.00	0.000	General Clerk
32	PLNG2	PLANNING	\$0	C 0.00	0.000	Planner II
33	PROP1	PROPERTY	(\$55,571)	A -1.00	-0.050	Property Rental Agent
34	PROP2	PROPERTY	(\$114,051)	A -3.50	-0.102	Part-time Cleaners
35	PROP3	PROPERTY	(\$70,966)	A -2.00	-0.063	Caretaker
36	PROP4	PROPERTY	(\$16,293)	A -0.50	-0.015	Cleaning City Hall
37	PROP5	PROPERTY	(\$49,865)	A -1.00	-0.044	Utilities/Maintenance Operator
38	PROP6	PROPERTY	(\$33,635)	A -1.00	-0.030	Property Clerk
39	PROP7	PROPERTY	(\$53,479)	A -1.00	-0.048	Supervisor of Cleaners
40	PROP8	PROPERTY	\$0	A 0.00	0.000	Reduce Senior Property Officer & Add Senior Property Officer/Appraiser
41	PROP9	PROPERTY	(\$87,517)	A 0.00	-0.078	Reduction of Caretaker hours
42	PROP10	PROPERTY	(\$24,997)	A 0.00	-0.022	Reduction of Local 772 hours
43	PROP11	PROPERTY	(\$60,000)	A 0.00	-0.054	Trsfer Caretaking – Lawfield/Rosedale Arena
44	PROP12	PROPERTY	(\$42,400)	A 0.00	-0.038	Reduce Paint Maintenance Program – 20%

**SUMMARY OF PROPOSED 1994 SERVICE/PROGRAM REDUCTION PACKAGES
CONSIDERED AND APPROVED BY THE COMMITTEE OF THE WHOLE ON FEBRUARY 11, 1994**

ITEM# (1)	PKG # (2)	DEPARTMENT (3)	PACKAGE AMOUNT (4)	PACKAGE FTE'S (5)	MILL RATE % IMPACT (6)	DESCRIPTION (7)
45	PWD1	PUBLIC WORKS	(\$55,000)	A -1.00	-0.049	Superintendent of Operations
46	PWD2	PUBLIC WORKS	(\$30,000)	A -1.00	-0.027	Senior Maintenance Management Clerk
47	PWD3	PUBLIC WORKS	(\$56,652)	A -1.00	-0.051	Community Renewal Officer
48	PWD4	PUBLIC WORKS	(\$46,000)	A -1.00	-0.041	Fleet Safety Supervisor
49	PWD5	PUBLIC WORKS	(\$51,592)	A -1.00	-0.046	Maintenance Foreman - Cemetery
50	PWD6	PUBLIC WORKS	(\$81,458)	A -2.00	-0.073	2 Labourers - Cemetery
51	PWD7	PUBLIC WORKS	(\$40,780)	A -1.00	-0.036	Sidewalk Repair
52	PWD8	PUBLIC WORKS	(\$25,000)	A -1.50	-0.022	Crack Sealing
53	PWD9	PUBLIC WORKS	(\$20,000)	A -1.00	-0.018	Surface Treatment - Road
54	PWD10	PUBLIC WORKS	(\$20,000)	A -0.50	-0.018	Litter Pick-up (Manual)
55	PWD11	PUBLIC WORKS	(\$25,000)	A -1.50	-0.022	Asphalt Surface Leveling
56	PWD12	PUBLIC WORKS	(\$20,000)	A -0.50	-0.018	Leaf Pick-up (Roads)
57	PWD13	PUBLIC WORKS	(\$20,000)	A -0.50	-0.018	District Yard Maintenance
58	PWD14	PUBLIC WORKS	(\$20,000)	A -0.50	-0.018	Street Sweeping (Mechanical)
59	PWD15	PUBLIC WORKS	(\$20,000)	A -0.50	-0.018	Street Sweeping (Manual)
60	PWD16	PUBLIC WORKS	\$0	A -1.00	0.000	Chauffeur II
61	PWD17	PUBLIC WORKS	(\$41,327)	A -1.00	-0.037	Garage Attendant
62	PWD18	PUBLIC WORKS	\$0	D 0.00	0.000	Sewer Roots Program
63	PWD19	PUBLIC WORKS	\$0	C 0.00	0.000	Chedoke Ski Operations
64	PWD20	PUBLIC WORKS	\$0	C 0.00	0.000	Weed Spray Program
65	PWD21	PUBLIC WORKS	\$0	C 0.00	0.000	Tree Planting - Parks
66	PWD22	PUBLIC WORKS	\$0	C 0.00	0.000	Lawnbowling Clubs Maintenance
67	PWD23	PUBLIC WORKS	(\$8,000)	A 0.00	-0.007	Special Repair Projects
68	PWD24	PUBLIC WORKS	\$0	C 0.00	0.000	Sanitation Crews - 2 person crews
69	PWD25	PUBLIC WORKS	\$0	C 0.00	0.000	Seasonal Layoff(s)

**SUMMARY OF PROPOSED 1994 SERVICE/PROGRAM REDUCTION PACKAGES
CONSIDERED AND APPROVED BY THE COMMITTEE OF THE WHOLE ON FEBRUARY 11, 1994**

ITEM # (1)	PKG # (2)	DEPARTMENT (3)	PACKAGE AMOUNT (4)	PACKAGE FTE'S (5)	MILL RATE % IMPACT (6)	DESCRIPTION (7)
70	TRFC1	TRAFFIC	(\$14,875)	A -0.40	-0.013	Signs/Marking Specialist Seasonal
71	TRFC2	TRAFFIC	(\$14,875)	A -0.40	-0.013	Signs/Marking Specialist Seasonal
72	TRFC3	TRAFFIC	(\$44,975)	A -1.00	-0.040	Parking Control Supervisor
73	TRFC4	TRAFFIC	(\$57,020)	A -1.00	-0.051	Traffic Planning Technologist
74	TRFC5	TRAFFIC	(\$450)	A 0.00	-0.000	Traffic Signal Technologist
75	TRSY1	TREASURY	(\$30,475)	A -1.00	-0.027	Sundry Revenues Clerk
76	TRSY2	TREASURY	(\$30,000)	A -1.00	-0.027	Regional Buying Co-ordinator
77	TRSY3	TREASURY	(\$33,994)	A -1.00	-0.030	Invoice Payment Clerk
78	TRSY4	TREASURY	(\$35,000)	A 0.00	-0.031	Internal Tax Collection Services
79	TRSY5	TREASURY	(\$33,000)	A -1.00	-0.029	Assistant Supervisor Tax-Realty
Total Packages Approved on February 11, 1994			(\$2,696,019)	-66.61	-2.404	

Note: Shaded areas reflect amounts that do not impact on the Mill Rate
and are not included in totals.

"A,C,D"

Respectively, A - Accepted as a Reduction Package, C - referred to Standing Committee,
D - Denied as a Reduction Package

**SUMMARY OF PROPOSED 1994 SERVICE/PROGRAM REDUCTION PACKAGES
CONSIDERED AND APPROVED BY THE COMMITTEE OF THE WHOLE ON MARCH 29, 1994**

ITEM # (1)	PKG # (2)	DEPARTMENT (3)	PACKAGE AMOUNT (4)		PACKAGE FTE'S (5)	MILL RATE % IMPACT (6)	DESCRIPTION (7)
1	C&R1	CULT.&REC.	(\$154,700)	A	-3.00	-0.138	Senior Level Restructuring
2	C&R5	CULT.&REC.	(\$70,000)	A	-2.00	-0.062	Curatorial Assistants
3	PWD19	PUBLIC WORKS	\$0	D	0.00	0.000	Chedoke Ski Operations—Deleted – Task Force to Report Back
4	PWD20	PUBLIC WORKS	(\$32,590)	A	0.00	-0.029	Weed Spray Program
5	PWD21	PUBLIC WORKS	(\$60,210)	A	-0.50	-0.054	Tree Planting – Parks
6	PWD22	PUBLIC WORKS	(\$30,000)	A	-1.00	-0.027	Lawnbowling Clubs Maintenance
7	PLNG1	PLANNING	(\$36,500)	A	-1.00	-0.033	General Clerk
8	PLNG2	PLANNING	(\$61,000)	A	-1.00	-0.054	Planner II
9	PWD	PUBLIC WORKS	\$1,000,000	A		0.892	New – Increased Snow Provision
10	PWD24	PUBLIC WORKS	(\$520,000)	A	-23.00	-0.464	Sanitation Crews – 2 person crews
11	PWD25	PUBLIC WORKS	\$0	R	0.00	0.000	Seasonal Layoff(s)
12	PWD	PUBLIC WORKS	(\$200,000)	A	-4.50	-0.178	Replace Parks Vacant Positions with Seasonal
13	PWD	PUBLIC WORKS	(\$330,000)	A	-6.90	-0.294	Restructure General Foreman Positions and Replace Vacant Positions with Seasonal
Total Packages Approved on February 11, 1994			<u>(\$495,000)</u>		<u>-42.90</u>		
Total Packages Approved			<u>(\$3,191,019)</u>		<u>-109.51</u>		

"A,C,D,R" Respectively, A – Accepted as a Reduction Package, C – referred to Standing Committee,
D – Denied as a Reduction Package, R – Package is Replaced by other Packages

Capital Budget Assumptions and Notations

Assumptions

The figures presented in these schedules are based on the following assumptions:

• **1994**

Assessment - decrease for 1994 of 0.04% and a 0.5% increase for 1995 and on

Tax Levy - 1994 to 1996 per annum 0.0 percent
- 1997 to 2003 per annum. 2.0 percent

Interest Rates
- 1994 Municipal Projects 6.9 percent
- 1995-2003 Municipal Projects 9.25 percent

Terms of Debentures

- Municipal Projects-1994 & After 10 years
(Delay issuance of Debenture - one year)

Notations

(1) The intended scheduling of all projects along with requesting authorization for approval of the Ontario Municipal Board is shown in Columns under "Project - Start/Finish".

(2) Notations on Subsidies or Other Receipts -

CF	Current Fund
CL	Capital Levy
DEB	Debenture
NPH	Non-Profit Housing
RCP	Reserve for Capital Projects - General
RCP-H	Reserve for Capital Projects-Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.)
RCP-L	Reserve for Capital Projects-Library
R-NPH	Recoverable from Municipal Non-Profit (Hamilton) Housing Corporation
ROSP	Reserve for Off-Street Parking
RPL	Reserve for Park Land - 5% Land Dedication
RPP	Reserve for Property Purchase
RS	Roadway Subsidy
RSTUL	Reserve for Services Through Unsubdivided Land
RTS-CC	Reserve for Ticket Surcharge-Copps Coliseum (H.E.C.F.I.)
RTS-HP	Reserve for Ticket Surcharge-Hamilton Place
UF	Users' Fees

- ***Accrual Basis of Accounting***

The basis under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefit received, notwithstanding that the receipt of the revenue or the payment of expenditure may take place, in whole or part, in another accounting period.

- ***Adjusted Municipal Levy***

Consists of the general municipal levy, supplementary taxes, payments-in-lieu of taxes, and receipts from telephone and telegraph companies.

- ***Appropriation***

This is an allocation of funds, authorized by City Council and/or the Ontario Municipal Board which is used as an authorized cost for an object of expenditure, a department or a project. This term is also used to identify the authorized revenue to be recovered for an object or a project.

- ***Assessment***

The official dollar value of a property, as determined by the local Provincial Assessment Office, is calculated by taking a certain percentage of the market value of the said property for taxation purposes.

- ***Assessment Roll***

With real property, the official list provided by the local Provincial Assessment Office containing the legal description

of each parcel of property and its assessed valuation along with the school support (public or separate), and the owner's name and address. With business property, the assessment roll is the official list containing the name and address of the owner and the nature of the business, school support, and its assessed value.

- ***Business Assessment***

An assessment computed as a percentage of the realty assessment of that real property. The percentage varies based on the nature of the business.

- ***Capital Budget***

A plan of the capital projects to be undertaken during a specific period, together with the method of financing.

- ***Capital General Contingency***

A reserve set aside against unforeseen increases in capital project costs or consideration of new projects by Council, without the necessity of reducing or deleting some other project.

- ***Capital Levy***

A provision made in the current budget which can be applied as a cash payment to a capital project (Pay-as-you-go), thus eliminating the necessity of issuing debentures to finance the project resulting in the saving of the interest factor. Prior to 1992 the levy was 6 Mills, which was reduced to 4 Mills in 1992, 2 Mills in 1993 and 1994.

Glossary of Terms cont'd

- ***Capital Project***

Any major expenditure (at least \$100,000 or more) incurred for municipal purposes, the benefit of which would last several years, can be treated as a capital project.

- ***Contingency***

A provision within the Current Budget set aside against unforeseen expense.

- ***C.P.I. - Consumer Price Index***

An indicator of changes in consumer prices, as monitored by Statistics Canada.

- ***Current Budget***

Could be referred to as the operating budget, indicating the amount to be expended in a particular year to provide the necessary services to operate the City. The current budget also includes the amount of revenue to be received in the year for service charges, grants and subsidies from the Provincial government together with the amount to be levied against the taxpayer.

- ***Current Budget Management Team Sub-Committee (C.B.M.T.S.C.)***

A sub-committee of Management Team created to review, monitor, prioritize and evolve the current budget with recommendations to Management Team.

- ***Debenture***

An obligation resulting from the borrowing of money for the purpose of financing specific Capital projects, amortized over ten to twenty years.

- ***Debenture Principal & Interest***

A partial payment of an original amount borrowed plus interest, based on the outstanding balance of the loan (also referred to as debt charges).

- ***Debt Charges***

The term "debt charges" is used in reference to the annual amount of principal and interest which must be paid each year to retire the debentures issued to finance a capital project.

- ***Debt Charges-to-Adjusted Levy***

The relationship of debt charges as a percentage of adjusted levy. The City has a self-imposed guideline that debt charges should not exceed 12.23% of the adjusted levy for the ten years of the 1994-2003 Capital Budget (The City's established policy is a maximum of 12.5%).

- ***Downsizing***

Streamlining services/programs to establish the appropriate City staffing levels to ensure efficient and effective operations. Downsizing could involve reorganizations.

- ***Equalization Factor***

This is a predetermined number used to convert rateable assessment to equalized assessment for equitable distribution of Provincial grants. Each municipality has a different number used for the equalization factor which shall be published in the Ontario Gazette in each year not later than the 15th day of July.

- ***Estimate***

This refers to the approved current operating budget of a specific city account (revenue or expenditure). Also referred to as Appropriation.

- ***Expenditure***

The actual amount spent on a particular account or a project.

- ***F.T.E. - Full Time Equivalent***

The translation of staff positions (full or part-time) to the equivalent of 1 full time position on the basis of working annually 2,080 hours.

- ***Fund***

Resources which are designated for specific purposes are thus segregated from all other resources, and access to the fund is restricted to applications which meet the purpose of the fund.

- ***"Hard" and "Soft" Services***

Hard services are infrastructure expenditures such as roads,

sidewalks, fire, building, etc., and soft services are mainly cultural, recreational, and administrative (Clerk's, Treasury, Law) type expenditures.

- ***H.E.C.F.I. (Hamilton Entertainment And Convention Facilities Inc.)***

A Local Board of the City of Hamilton, incorporated by a special Act of the Province of Ontario, which oversees the operations of the Hamilton Convention Centre, Hamilton Place and Copps Coliseum.

- ***H.S.P.C.A.***

Hamilton Society for the Prevention of Cruelty to Animals.

- ***Levy***

Taxes collected for City, Region and education purposes. The City Levy is the amount required for city purposes including the sums required for all Local Boards under the city's jurisdiction.

- ***Local Board***

A board, commission, committee, body or local authority established or exercising any power or authority with respect to any of the affairs or purposes of the municipality ie: Hamilton Parking Authority, Hamilton Public Library Board.

- ***Long-Term Debt***

See "Debenture"

Glossary of Terms cont'd

- **Maintenance Budget**

A current budget whereby the cost to maintain the same level of programs/services as in the prior year are increased by the rate of inflation and other related increased costs of service.

- **Management Team**

Includes City Department Heads and Managers of Local Boards who meet regularly to discuss civic issues/concerns including review of Committee reports and presentation of the annual Current and Capital budgets to Council.

- **Mill**

Term used by municipalities to calculate the levy to be imposed upon a taxpayer depending upon the assessed value of the property. The value of one non-residential assessment can be determined by adding 85% of residential assessment to non-residential assessment and dividing this total by one thousand. The value of one residential assessment can be determined by dividing the value of non-residential assessment by 85%.

ie: 1994 Residential Assessment
601,227,985 X 85% = \$ 511,043,787

1994 Non-Residential Assessment
= \$404,589,478
\$915,633,625

Value of one Non-Residential Mill (1994)
\$915,633,625 = \$ 915,633

Value of one Residential Mill (1994)
\$915,633 / .85 = \$1,077,216

- **Mill Rate**

See "Tax Rate".

- **Modified Program Budgeting**

Budgeting that involves determining the costs of services on a per program basis.

- **Non-Funded Packages**

Those service/program packages developed through departments and Management Team which were agreed to be not funded by the Committee of the Whole.

- **O.M.B. - Ontario Municipal Board**

A Board of the Province given jurisdiction and power in relation to municipal affairs, including approving borrowing, approval of certain by-laws, land use and supervising certain expenditures.

- **Ontario Conditional Grants**

Provincial grants on specific types of current expenditures.

- **Ontario Unconditional Grants**

Provincial grants based on various factors including households, equalization factor, provincial standard, levies and assessments. These grants assist the municipality for costs incurred in supplying services to its residents.

- **Operating Budget**

See "Current Budget".

- **"Pay-As-You-Go"**

The policy of defraying a portion of the cost of Capital projects through the Current Budget by way of the Capital Levy instead of issuing long-term debentures.

- **Payment-In-lieu of Tax**

Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

- **Provincial Equalization Factor**

A factor calculated by the province to ensure that the assessment of rateable (taxable) properties of all municipalities are equalized so that costs maybe apportioned and grants provided on a basis which is just and equitable between municipalities throughout the Province.

- **Rateable Assessment**

See "Taxable Assessment".

- **Reserve**

A reserve is an allocation of net revenue which does not relate to any specific asset, and cannot have a revenue or an expense of itself. A reserve may be established for a predetermined purpose and applied for that purpose.

- **Reserve Fund**

Reserve funds differ from reserves in that reserve fund assets are segregated from other assets and access to the fund is restricted to applications which meet the purpose of the fund.

- **Revenue**

Amounts received by a municipality either through surplus from prior year, collection of taxes, user fees, and other revenues (encompassing Ontario grants, payments-in-lieu of taxes, reserves, and other financial accounts), which are used to balance the expenditure requirements for the year.

- **"Rightsizing"**

See "Downsizing".

- **Self-Sustaining Municipal Services**

Specific Municipal Services / Programs which are offset by user fees to a maximum 100% of cost.

Glossary of Terms cont'd

- ***Special Assessment***

A compulsory levy made by a local government against certain properties to defray part of all of the cost of a specific improvement or service which is presumed to be of general benefit to the public and of special benefit to such property.

- ***Standing Committee***

Reporting to City Council, Standing Committees are operational Committees through which Departments and Local Boards report on various civic issues and policies.

- ***Supplementary Assessment***

Additional taxation revenue received as a result of new developments and/or alterations/additions to existing properties which is added to the taxroll for part of the year and consolidated in the next year's tax roll.

- ***Surplus From Previous Year (Carried Forward Surplus)***

A current budget revenue source which is determined by the amount of excess revenue over expenditure carried forward from the previous year's current operations.

- ***Taxable Assessment***

Value placed on property for which a mill rate is applied for purposes of determining property taxes. The method of determining taxable assessment is the same within each municipality, but each is based on different factors. Hamilton's assessment for 1994 taxation is based upon 1975 market values.

- ***Tax Levy***

The net total expenditures of the current operating budget which has to be raised through property taxation.

- ***Tax Rate***

The rate per \$1,000 of taxable realty and business assessment which is applied by the municipality in order to generate the taxation revenue required for the current years' operations.

- ***User Fees***

Any payment made by either an individual or a group to a municipality for the provision of a particular good or service, and includes licences, permits, and fees for recreational/cultural services.

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